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CLASSICS OF AMERICAN LIBRARIANSHIP

THE LIBRARY AND ITS WORKERS

Classics of American Librarianship

Edited by ARTHUR E. BOSTWICK, Ph.D.

I. The Relationship Between the Library and the Public Schools. *By Arthur E. Bostwick, Ph.D.* . . . . . O.P.

II. Library Work with Children. *By Alice I. Hazeltine* . . . . . O.P.

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The Library as a Vocation. . *By Harriet Price Sawyer*

Classics of American Librarianship

EDITED BY ARTHUR E. BOSTWICK, PH.D.

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Library Science

THE LIBRARY AND ITS WORKERS

REPRINTS OF ARTICLES AND ADDRESSES

SELECTED AND ANNOTATED BY
JESSIE SARGENT McNIECE
Chief of the Circulation Department
St. Louis Public Library

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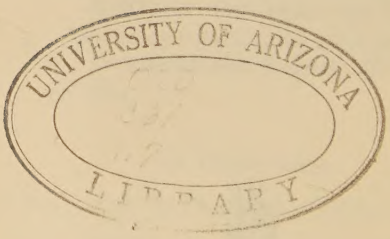

PREFACE

The early files of library literature contain little mention of assistants, who were apparently regarded as necessary but irritating factors in the work. Such references as occur are singularly carping in spirit. The librarian's account of his staff seems at times all too like a feminine discussion of the servant problem. Assistants in turn appear to have cherished a sense of injury, and their infrequent appearances in print are devoted to the airing of real or fancied grievances.

The articles in this volume were chosen to show the changed attitude of librarian and staff. Training of library workers has not been included, as it will form the subject of a later volume.

JESSIE SARGENT MCNIECE

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THE SONG OF THE LIBRARY STAFF

by Sam Walter Foss

A sketch of Mr. Foss appears in Volume III of this series, *The Library and Society.*

Oh, joy! to see the Library staff perpetually jogging,
And to see the Cataloger in the act of cataloging.
("Catalogs—Log-books for cattle," was the schoolboy's definition,—
A statement not to be despised for insight and precision)
Every language spoke at Babel in the books that pile her table,
Every theme discussed since Adam—song or story, fact or fable!
And she sweetly takes all knowledge for her province, as did Bacon,
All the fruit that's dropped and mellowed since the Knowledge tree was shaken,
All the ologies of the colleges, all the isms of the schools,
All the unassorted knowledges she assorts by Cutter's rules;
Or tags upon each author in large labels that are gluey
Their place in Thought's great Pantheon in decimals of Dewey;
Oh joy! to see the Library staff perpetually jogging,
And to see the Cataloger in the act of cataloging.

See the Reference Librarian and the joys that appertain to her;
Who shall estimate the contents and the area of the brain to her?
See the people seeking wisdom from the four winds ever blown to her,
For they know there is no knowledge known to mortals but is known to her;
See this flower of perfect knowledge, blooming like a lush geranium,
All converging rays of wisdom focussed just beneath her cranium;
She is stuffed with erudition as you'd stuff a leather cushion,
And her wisdom is her specialty—it's marketing her mission.

How they throng *to* her, all empty, grovelling in their insufficience;
How they come *from* her o'erflooded by the sea of her omniscience!
And they know she knows she knows things,—while she drips her learned theses
The percentage of illiteracy perceptibly decreases.
Ah, they know she knows she knows things, and her look is education;
And to look at her is culture, and to know her is salvation.

See the Children's gay Librarian. Oh, what boisterous joys are hers
As she sits upon her whirl-stool, throned amid her worshippers,
Guiding youngsters seeking wisdom through Thought's misty morning light;
Separating Tom and Billy as they clinch in deadly fight;
Giving lavatory treatment to the little hand that smears
With the soil of crusted strata laid by immemorial years;
Teaching critical acumen to the youngsters munching candy,
To whom books are all two classes—they are either "bum" or "dandy";
Dealing out to Ruths and Susies, or to Toms and Dicks and Harries,
Books on Indians or Elsie, great big bears, or little fairies.
For the Children's gay Librarian passes out with equal pains
Books on Indians or Elsie, satisfying hungering brains;
Dealing Indians or Elsie, each according to his need,
Satisfying long, long longings for an intellectual feed.

See the gleeful Desk Attendants ever dealing while they can
The un-inspected canned beef of the intellect of man;
Dealing out the brains of sages and the poet's heart divine,
(Receiving for said poet's heart ofttimes a two-cent fine);
Serene amid the tumult for new novels manifold,—
For new novels out this afternoon but thirty minutes old;—
Calm and cool amid the tumult see the Desk Attendant stand
With contentment on her features and a date-stamp in her hand.
As they feed beasts at the circus to appease their hungering rage,

So she throws this man a poet and she drops that man a sage,
And her wild beasts growl in fury when they do not like her meat,—
When the sage is tough and fibrous and the bard not over-sweet;
And some retire in frenzy, lashing wrathfully about,
When the intellectual spare-rib that they most affect is out.
But she feeds 'em, and she leads 'em and beguiles 'em with sweet guile,
And wounds 'em with her two-cent fine and heals 'em with her smile.
Oh, the gleesome Desk Attendant—who shall estimate her glee?
Get some mightier bard to sing it—'tis a theme too big for me!

Now my Muse prepare for business. Plume your wings for loftier flight
Through the circumambient ether to a super-lunar height,
Then adown the empyrean from the heights where thou hast risen
Sing, O Muse! the Head Librarian and the joy that's her'n or his'n.
See him, see her, his or her head weighted with the lore of time,
Trying to expend a dollar when he only has a dime;
Tailoring appropriations—and how deftly he succeeds,
Fitting his poor thousand dollars to his million dollar needs.
How the glad book agents cheer him—and he cannot wish them fewer
With "their greatest work yet published since the dawn of literature."
And he knows another agent, champing restive to begin
With another work still greater will immediately come in.
So perfection on perfection follows more and more sublime
And the line keeps on forever down the avenues of time—

So they travel on forever, stretching far beyond our ken,
Lifting demijohns of wisdom to the thirsty lips of men.
See him 'mid his myriad volumes listening to the gladsome din
Of the loud vociferant public that no book is ever "in";

And he hears the fierce taxpayer evermore lift up the shout
That the book he needs forever is the book forever "out."
How they rage, the numerous sinners, when he tries to please the saints,
When he tries to please the sinners hear the numerous saints' complaints;
And some want a Bowdlered Hemans and an expurgated Watts;
Some are shocked beyond expression at the sight of naked thoughts!
And he smooths their fur the right way, and he placates him or her,
And those who come to snarl and scratch remain behind to purr.
Oh, the gamesome glad Librarian gushing with his gurgling glee!—
Here I hand my resignation,—'tis a theme too big for me.

WOMEN AS LIBRARY WORKERS

Library work in the United States has become so identified with women as to be considered largely a feminine vocation. The pioneers of public library development early recognized the economic value of women employees. In 1875 we learn that "the working library force of the Boston Public Library includes one hundred and sixteen persons of whom more than two-thirds are women. They are subordinates."

A commentary on these humble persons is made by Mr. Cornelius Walford of London, who visited American libraries in 1879. On his return to England he reported to the United Kingdom Association that he was particularly impressed with the women assistants of the Boston Public Library and thought highly of their skill, but considered that their employment "seemed most injurious to their health and personal appearance."

Perhaps an explanation of this physical deterioration may be gleaned from a remark of Mr. Lloyd Smith, also of Boston, at the London conference in 1877, when he quoted a lady librarian who had found "one of her proper qualifications was to be able to live on two meals a day." Finally, Mr. F. B. Perkins of the Boston Library sounds a warning in his article on "How to make town libraries successful," printed in the *United States Special Report on Public Libraries* in 1876. He advises: "Precaution will sometimes be needed against curious trouble arising from the fact that women in such places do not get along with other women as well as men do."

Cornelius Walford was born in London in 1827. At the age of fifteen he became a solicitor's clerk and at twenty-one was appointed an insurance inspector and agent. His connection with various insurance companies

continued throughout his life, and his *Insurance Guide and Handbook* was printed in America, where it attained a considerable circulation.

Mr. Walford was a man of varied interests and cherished many ambitious projects; among them a proposed *New General Catalogue of English Literature,* for which he tried unsuccessfully to enlist the cooperation of the British Library Association. He paid several visits to America and died in 1885, leaving five volumes of an Insurance Cyclopaedia, which was to have been completed in ten volumes.

Lloyd Pearsall Smith was born in Philadelphia in 1822. He was graduated at fourteen from Haverford College and later became assistant and in 1851 successor to his father, who was librarian of the Philadelphia Public Library. Mr. Smith was a member of the librarians' conventions of 1853 and 1876 and author of several books and addresses.

A sketch of Mr. Perkins appears in Volume III of this series, *The Library and Society.*

WOMEN AS LIBRARY WORKERS

The name of Justin Winsor, a sketch of whose career appears in Volume IV of this series, *The Library and Its Organization,* is connected with many aspects of early library history. To his claims for fame must be added the discovery of that increasingly important young person, the female college graduate. At the United Kingdom conference in London in 1877 he describes her as a distinct library acquisition.

Professor Justin Winsor, V.P., said:—In the Boston Public Library two-thirds of the librarians are women. In American libraries we set a high value on women's work. They soften our atmosphere, they lighten our labour, they are equal to our work, and for the money they cost—if we must gauge such labour by such rules—they are infinitely better than equivalent salaries will produce of the other sex. For from £100 to £160 a year we can command our pick of the educated young women whom our colleges for women are launching forth upon our country—women with a fair knowledge of Latin and Greek, a good knowledge of French and German, a deducible knowledge of Italian and Spanish, and who do not stagger at the acquisition of even Russian, if the requirements of the catalogue-service make that demand. It is to these colleges for women, like Vassar and Wellesley, that the American library-system looks confidently for the future. I think, if I may say it, that it will be a happy day for England when the number of your governesses is so diminished as to be more equal to the demand, by a portion of them substituting the wider sphere of library work for the enervating care of the idealess young. I am glad to offer to you as one of our American deputation the late librarian of Wellesley college, who is with us. That institution, a few miles from Boston, with all the surroundings of park and lake that can make a spot alluring, will show you a lady for its president, others of her sex for her supporters in the professional chairs, and three or four hundred students in gowns

that become them because they are women. It is to such institutions that America looks, in the face of the great educational problem whose right solution is to determine her destiny. The solution of that problem is an ennobling work, and libraries and women are to play no mean part in it.

Mr. W. F. Poole, V.P., said:—Women are largely employed as assistants in our American libraries, and in many instances they have charge of libraries. Some of our most accomplished cataloguers are ladies, and they find constant employment in this special work, at compensation quite as large as the librarians of some of the principal libraries in the English provinces receive. My chief office assistant and cataloguer is a lady, and a more competent person for the position I do not desire. There is a feeling in America that positions in libraries belong to ladies, and they are employed and paid the same pay as would be received by men who could do the work as well and perhaps better.

WOMEN IN AMERICAN LIBRARIES

Salome Cutler Fairchild, then vice-director of the New York State Library School, made public in 1904 a comparative survey of woman's employment on library staffs. A sketch of Mrs. Fairchild will be found in Volume II, *Library Work with Children.*

A striking illustration of the change of sentiment and practice with reference to the prominence of women in American libraries is afforded by a comparison of three conferences of the American Library Association. At the first meeting of the Association in Philadelphia, 1876, only 12 of the 103 members present were women; at the Chicago meeting in 1893, 166 of the 305 members present were women; at Magnolia in 1902, the largest conference yet held, 736 out of 1018 members present were women. The change as shown by attendance is thus from about eleven per cent. in 1876 to nearly 72 per cent. in 1902.

The *Library Journal,* commenting editorially (November, 1876) on the first meeting, says: "They (the women) were the best of listeners and occasionally would modestly take advantage of gallant voices like Mr. Smith's, to ask a question or offer a suggestion."

Miss Caroline M. Hewins, librarian of the Hartford (Ct.) Public Library, has the distinction of being the first woman to lift her voice in a meeting of the American Library Association. In 1877 at the second meeting, in New York, she asked whether in any other state besides Massachusetts the income from the dog tax was used to support the public library.

Miss Mary A. Bean, at that time librarian of the Brookline Public Library, was the first woman to appear on a library program. She read a paper on "The evil of unlimited freedom in the use of juvenile fiction" at the Boston meeting in 1879.

In 1893, of the 28 papers making up the so-called "World's Fair papers," six were written by women. In 1902, of the 21 formal papers printed in the Proceedings, three were by

women. In the same year two of the seven section meetings were presided over by women; one was the Children's Section, the other was a large general evening session in which prominent men like Dr. Canfield and Dr. Dewey gave addresses. The names of 36 men and 16 women, excluding foreign delegates, appear on the present program. From the rôle of modest listener in 1876 to a representation of nearly one-third on the program of an international conference is a long step. The proportion of participation in the work of the conference is still small in relation to the proportion of attendance.

It would appear to me, therefore, evident that there is practically no discrimination with regard to sex in the American Library Association. For many years women have been constantly represented on the Council and Executive Board. Any woman who has anything to say may be sure of a fair chance and no undue favor in saying it. What she may write or say or do in the work of the Association is usually rated at its real worth. I may not be a fair judge, but it would seem to me that the work of women in the Association shows a pleasing lack of self-consciousness. There is very little posing or apparent effort to be conspicuous. The broad-minded attitude of the men who have been leaders in the library movement from 1876 to the present day accounts for the place of women in the American Library Association.

Quite another question, however, is her place in the library field itself. What proportion of women are holding responsible positions? Are those positions varied or confined within narrow lines? Are her services considered valuable as tested by a money standard? I have undertaken to gather some statistics which may throw light on the relative service of men and women in American libraries, both as regards the character of that service and its remuneration. The inquiry does not particularly interest or attract me, but I am glad to undertake it because of my confidence in the judgment of our president who thinks that such a statistical statement, with a slight analysis of the statistics, will be of value.

I have used as a basis for inquiry 100 libraries originally chosen as representative for a course of lectures on American libraries given by me in the New York State Library School. A tentative list was secured as follows: Mr. W. S. Biscoe, of the New York State Library, and the writer of this paper, read

through with some care the list of libraries contained in "Public, society and school libraries," published by the Bureau of Education in 1901, checking those that seemed in any way worthy to be considered. The tentative list thus formed was submitted to about 43 librarians, as follows: all the members of the Council and Executive Board of the A. L. A. 1902-3, the directors of library schools, and persons specially familiar with the libraries of certain states. The list of representative libraries thus formed includes all large general libraries in the country and a selection of smaller libraries of different types in different parts of the country. Special collections like the Surgeon-General's Office at Washington have been excluded.

Replies have been received from 94 of the 100 libraries. A few declined to answer the questions regarding salaries.

Dividing the 54 public libraries investigated into two groups by size, and including in the larger group the first 21, the Newark library being the last of the first group, the following is true: In 19 out of 21 libraries in the large library group the librarians are men, the Minneapolis and Indianapolis libraries being the two in charge of women. In 21 out of 33 libraries in the small library group the librarians are women. Men are in charge of each of the six reference and of the three government libraries. Of the 24 college or university libraries (excluding those exclusively for women), 20 have men as librarians, four have women, namely, Chicago, Vermont, Northwestern and Illinois. Women are in charge of the four women's college libraries. Men are in charge of the five proprietary and of the four subscription libraries. Thirty-one of the 100 representative libraries are in charge of women.

In the first group, including 21 large public libraries, all reported, but only 18 reported fully. Of these, 46 administrative positions are held by men, 73 by women. In the second group, of 33 smaller public libraries, 29 reported fully. Of these, 11 administrative positions are held by men, 29 by women. In the free reference libraries reporting, all administrative positions are held by men. In the government libraries, 24 are held by men, five by women. Of the 19 college libraries reporting fully (excluding those for women only), 47 administrative positions are held by men, 14 by women. All the administrative positions in the four women's college libraries are held by women. No women hold administrative positions in the five proprietary or

four subscription libraries. In all statements made above regarding administrative positions, the head positions are included.

The following is a summary of facts with reference to responsible positions not administrative. Of 18 reporting fully in the large library group, 69 are held by men, 205 by women. Of 29 reporting fully in the small library group, eight are filled by men, 77 by women. In the free reference libraries reporting one such position is filled by a man, seven by women. In the government libraries, 102 by men, 84 by women. Of the 19 college libraries reporting fully (excluding those for women only), 20 are held by men, 44 by women. All such positions in the women's college libraries are held by women. In the five proprietary and four subscription libraries reporting, six are held by men, seven by women.

Of the 94 libraries of various types reporting, 514 subordinate positions are filled by men and boys, 1211 by women and girls.

2958 is the total number of persons employed by all the 94 libraries reporting; 2024 is the total number of women. One library employs only men, 21 employ only women, 10 employ less than one-half women, 36 from one-half to three-quarters women, and 25 more than three-quarters women.

In tabulating salary returns only public libraries have been considered. The number of libraries of the other types is small, the number reporting is smaller than for public libraries and fewer women are employed. The comparison of salaries would therefore be of little value.

In the large library group the highest salary reported for men is $7000, the lowest $3000; the highest salary paid to a woman is $2100.* The average highest salary paid to men holding responsible positions not administrative is $1208, to women $946. The average mean salary paid to men and boys in subordinate positions is $532, to women and girls $530. It will be remembered that the statistics include pages but not janitors or part time employees.

The highest salary paid to a man as librarian in the small library group is $3000, the lowest $1500, the average $2118. The highest salary paid to a woman as librarian in this group is $2000, the lowest $800, the average $1429.

The figures prove that women greatly outnumber men in the

* Not the highest salary paid to a woman in American libraries.

libraries selected. It is a safe conclusion that they outnumber them by a larger proportion in the libraries of the country. They hold a creditable proportion of administrative positions but seldom one involving large administrative responsibility. They outnumber men in responsible positions other than administrative, but they seldom hold the most responsible of such positions in the largest libraries or in those which might be called distinctly libraries for scholars. They vastly outnumber men in other positions. Broadly speaking, they hold a large number of important positions, seldom the most important.

They do not hold the positions offering the highest salaries, and broadly speaking, apparently they do not receive equal remuneration for the same grade of work.

The utmost kindness and courtesy have been invariably shown by librarians in stating the peculiar advantages and limitations of women, and most replies have been full, frank and discriminating. They throw considerable light on conditions as shown by statistics.

Economic reasons go far to explain the situation.

"Women will accept much smaller salaries than men of equal ability and preparation. There is an abundant supply of women who will work for less than men require and generally can afford to do so. Therefore, women drive men out of the library profession as they do out of the teaching profession."

"Women do not cost as much as men. This you may say is a mean advantage, but with little money and many books needed it is a very potent one."

Library trustees in filling a position can usually choose from a larger number of women than of men who are fitted by natural ability, education, training and experience to do the work. A woman thus chosen will usually accept a lower salary and remain satisfied with the salary longer than a man would. If she has others dependent on her support the burden is more likely to decrease than to increase, and her social obligations are less in a pecuniary way. She is more likely than a man to prefer a comfortable position at a moderate salary among her friends to strenuous responsibility at a high salary in a distant city. Women in the future may have more people dependent on their support. They will never have so many as men. A growing desire in the single woman for independence, for personal comfort and for travel may make her more ambitious.

Women are quite generally acknowledged to work under a handicap because of a more delicate physique. This shows itself in less ability to carry calmly the heavy burdens of administrative responsibility, to endure continued mental strain in technical work or to stand for a long period. It also doubtless accounts for the "nerves and tears" mentioned by one librarian (a woman) and the "tears" mentioned with profuse apologies by a man. It is quite probable that the physical handicap of women will be reduced as greater emphasis is placed on the importance of athletics and of out-of-door life and sports for girls. I do not see how it can be eliminated. Whether women will ever hold the highest administrative positions in libraries may remain perhaps an open question. That such positions are not now held by women is a fact. It is evidently believed by men holding such positions and probably by trustees holding the appointing power, that women are not in the present stage of civilization fitted to hold such positions. The following reasons are given:

1. She has not the temperamental fitness for the exercise of large authoritative control over a mixed staff.
2. She is not in touch with the world of affairs.
3. She is distinctly unbusinesslike.
4. She shuns rather than courts responsibility.
5. She is conservative and afraid of legitimate experiments.
6. She lacks originality.
7. She lacks a sense of proportion and the power of taking a large, impersonal view of things.

Some of the criticisms just cited have come from women. In many cases men stating certain disadvantages of women as a class have recognized that exceptional women are not only free from them but positively excel in the opposite direction. It is quite possible that with larger experience they may as a class rise above all disadvantages and ultimately hold the highest positions. There could be no agreement on such a point and individual opinion is of slight value. It is doubtless true that since women fill satisfactorily administrative positions of considerable importance, they might easily hold some others now held by men. A certain degree of conservatism and prejudice in the appointing power should not be left out of account. It may also be said on the other side that in the

medium sized libraries, of which so many women have charge, some one or more of the trustees may in reality deal with city officials and make business decisions which would fall to the librarian if a man. How far such is the case it would be impossible to discover. But I know that trustees frequently elect a man instead of a woman because as they say they have not time to devote to the business interests of the library. They assume that a woman would not have business capacity. Such sentiments on the part of trustees account for what I believe to be a fact that a woman is seldom appointed from the outside to a head position in even the medium sized libraries. She is promoted from a responsible position in the same library or she was made librarian when the institution was small.

It is quite generally conceded that in positions which do not involve the highest degree of executive or business ability but which require a certain "gracious hospitality," women as a class far surpass men. Such positions are: the head of a small or medium sized library, first assistant and branch librarian in a large public library, the more important positions in the loan department and all work with children, both in the children's room and in co-operation with schools. Here it is said her "broad sympathies, her quick wits, her intuitions and her delight in self sacrifice" give her an undoubted advantage.

One librarian writes:

The enthusiasm a woman usually puts into her work is a great leaven and tends to lift the most monotonous task out of the commonplace."

And again:

"There should be at least one woman in a responsible position on every large staff where women are employed. There is always a certain amount of housekeeping and of matronizing (he might have said mothering) which is essential for the health and comfort of all concerned."

There are a few exceptions, but it is the consensus of opinion that, granted equal educational advantages, women are as well fitted as men for technical work, even the higher grades of cataloging. They are preferred by most libraries reporting for all ordinary cataloging positions because of "greater conscientiousness, patience and accuracy in details."

Women and girls are generally preferred to men or boys in the routine work of a library. They are thought to be more faithful and on the whole more adaptable. The lack of permanence because of marriage is largely balanced by the fact that boys who take clerical positions in a library so generally do it as a stepping stone to other work. Women lose more time on account of illness and their health must be more carefully watched. They are more subject to petty jealousies, more easily upset and demoralized in their work by little things. Although in the main more conscientious than boys, girls show a curious lack of reliability in the matter of punctuality. Women in charge of libraries have not infrequently told me that the hardest thing they had to do was to make the girls on the staff realize that it is dishonest to be habitually five or ten minutes late in the morning.

One librarian of large experience sums up his highly appreciative estimate of the work of women by comparing them to a familiar character—

> "There was a little girl,
> And she had a little curl
> Right in the middle of her forehead.
> When she was good
> She was very, very good,
> And when she was bad she was horrid."

It is interesting to observe the proportion of men on the staffs of libraries in charge of women. Of such libraries reporting, by far the greater proportion of them have a staff made up entirely of women. In most others (there are exceptions) the masculine element is represented by pages, or by men who do evening work, or who fill comparatively unimportant positions. It seems to me that the library serving a constituency of men and women can render better service through a staff on which the important positions are divided between the two sexes. Men and women represent different elements, they look at things from a different point of view. If they work together side by side in an individual library as they do in the home, in social life, in the church, and as they already do in the library association, each contributing his or her best, the result is broader, richer and more vital than if men alone or women alone take part.

The economic reasons already dwelt upon operate in many libraries to prevent such an arrangement. One reporting

library attempts as even as possible a division of positions between the sexes. In many other libraries I suspect such a division is recognized as an ideal.

Reviewing all the facts it seems clear that women in American libraries have accomplished much creditable work which has won generous recognition. Still more avenues of opportunity are open. At the same time, on account of natural sex limitations, and also actual weakness in the work of many women as well as because of conservatism and prejudice, many gates are at present closed to women.

To the ambitious every form of handicap acts as a spur. In the long run, however, women may prefer to work mainly in those lines where they can if they will equal men—in the various forms of scholarly effort; and in those where they naturally excel him—in positions where the human element predominates.

QUALIFICATIONS OF LIBRARY ASSISTANTS

Work in public libraries has always been recognized as necessitating special endowments. Mr. William I. Fletcher in a chapter on "Public Libraries in Manufacturing Communities," appearing in the *United States Special Report on Public Libraries,* sums up the qualifications for a good library assistant in terms that apply as well to the library of 1929 as to that of 1876.

A sketch of Mr. Fletcher is printed in Volume II, *Library Work with Children.*

The character of the attendants and their bearing towards the patrons of the library deserve close attention in a library having a large constituency of comparatively uncultivated people. To the good breeding and knowledge of books which will make them acceptable to the literary portion of the community, they should add that affability, kindness and sympathy with even the poorest attempts at culture which will make them useful and agreeable to all. When the library is thronged with applicants for books, so that special attention to one will wrong others, the work must of course be done in a mechanical manner, with a view to rapidity of execution rather than anything else. But even then courtesy and politeness should not be forgotten, and when there is leisure for it, applicants for books should receive the best assistance the attendants can render in the form of information not furnished by the catalogues, or general aid in making selections. Even the subordinate attendants, so far as they stand between the books and the people, should have at least a taste for books and an appreciation of their own position. Cheapness is not the most desirable quality in library work.

AIMS AND PERSONAL ATTITUDE IN LIBRARY WORK

In this paper, read by Miss Linda A. Eastman of the Cleveland Public Library, at the American Library Association Conference at Philadelphia, in 1897, is stressed the need of broad preparation and suitable personality.

A sketch of Miss Eastman is found in Volume I, *The Relationship Between the Library and the Public Schools.* Since this was written, Miss Eastman was promoted, in 1919, to Librarian of the Cleveland Public Library.

It is probable that most of us attended our first conference because there had already come to us something of the A. L. A. spirit; there is no one of us, I venture to say, but found this same first conference a revelation of ideas and ideals. But to analyze this spirit, to put the ideals into words, to search out the elementary and underlying purposes of our work, is not an easy task.

It is as yet but a little time since libraries were shrines whose portals opened to scholars only, shrines toward which the wayfaring man presumed not to lift his eyes. Today, the doors are not only open wide to all, but we go into the highways and byways and compel men to come in. The library, which was a luxury for the rich man and the student, has become a necessity to the community at large, and the community must be taught its two great uses as a means for recreation and for study. The librarian, who was guardian of the books, is becoming also the guardian of the thought-life of the people, but tradition lives with the people, and because of the old idea of the exclusiveness of the library, the librarian must labor with them to bring them unto their own. The library, in its influence, is whatever the librarian makes it: it seems destined to become an all-pervading force, stimulating public thought, moulding public opinion, educating to all of the higher possibilities of human thought and action; to become a means for enriching, beautifying and making fruitful the barren places in human life. If this be true, librarians have

an important part to play in the history of civilization and in the conservation of the race.

Is it necessary to have a broad and clear conception of the work for such accomplishment? Is it necessary to come to it well equipped and prepared? We are rather inclined to question our own temerity in daring to enter upon the work with anything short of the maximum of preparation, than to question its need.

In our attitude toward the work, it is all-important that we should start right, and then that we keep in the line of progress—one never reaches the place, in library work, where he has "learned it all." And whether he be librarian, or the lowest assistant on the staff, it is possible in greater or less degree to further the work, or to block it by incompetency.

First, let us get the main purpose of the library definitely in mind, then set ourselves with all the intelligence and skill which we can command, to its realization. To the end that all may profit by the best thought of the world, books are furnished at the public cost; it is our part to see that these books are selected wisely, cared for properly and used profitably, that the administration is economical and effective, and that the library reaches the people who need its influence. All or any part of this work may fall to our share. There are innumerable technical details, but not one among them is so small that it needs not to be done with accuracy and precision; the great possibilities before librarians today have been made by the patient, careful study of detail by which, during the last quarter century, library methods have been worked out. To quote Mr. Dewey: "In library work, as in all other technical work, the 'spirit' is the all-important thing. If one has become filled with the spirit of the work, has grasped the broad ideas of how and why library work exists, has shared in the enthusiasm as to its future, the purely technical work will be mastered through this 'spirit.'"

As to the contact with readers, a winning or a forbidding presence in the presiding genius will of itself make the library popular or unpopular with the community; that part of the public, who most need the influence of good books, and who know them least, are not likely to find what they need except through a mediator—the librarian or assistant must often supply that live personal element which is their necessary support

during their first explorations in the world of books. And along with the gracious winsomeness and the tact unlimited, there must be the strength and the knowledge which will compel confidence and respect.

In extending the use of the library, there must be constant and careful study of the conditions and needs of the community, with the keen insight and ability which can see and seize opportunities for arousing interest. With this reaching out into the lives of the people, the responsibility of the librarian is increased many-fold; he is not only, as in the past, the adviser and helper of the student and the inquirer, he is an educator who creates and stimulates a desire for knowledge and who directs its use; his work begins with the child and goes side by side with the work of the school, and the importance of cooperation with the latter can hardly be overstated, as the library alone has the work of education to carry on from whatever point the school leaves off.

Does this work, weighted with responsibilities, exacting in its demands and difficult in their fulfilment, broad as the field of human knowledge, altruistic in its efforts toward the bettering of mankind—does this work, you ask, receive the recognition that it merits? Not always—not often, perhaps, as yet. But there are rewards in the work itself; there is joy in achievement; and so long as the aims keep so far ahead of the accomplishment, it will be far more to some workers to know that progress is being made, than to hear praise of the work done.

THE DUTIES AND QUALIFICATIONS OF ASSISTANTS IN OPEN SHELF LIBRARIES

At the American Library Association Conference held in Montreal in 1900, Dr. Arthur E. Bostwick, then librarian of the Brooklyn Public Library, outlined the duties and qualifications of assistants in open shelf libraries. The question of open versus closed shelves was still a library issue and there was need to define the increased responsibility devolving upon assistants with free access to the collection.

The granting of a privilege, or its extension, necessarily brings with it two disadvantages—increased responsibility and the opportunity for abuse. The former is felt by those to whom the privilege is granted; the latter by its grantors. . . From this rule the open-shelf library is not exempt. . . If it is to do its work properly, it must acknowledge the disadvantages of its course and seek to minimize them.

In the library the burden of palliating the evils of open access rests directly on the shoulders of the assistant who comes into direct contact with the public, and the duties of assistants in open-shelf libraries in addition to those that devolve upon those of libraries in general are chiefly connected with this burden.

To repeat, the evils of an open system of distribution are twofold. On the side of the public there is increased responsibility. In an open-shelf library the *onus* of choice falls more directly on the users; they are called upon to discriminate between actual books instead of catalog entries—between things instead of their names. The books are arranged in a somewhat unfamiliar order; this must be mastered and care must be taken that it is not disturbed by replacing them wrongly. These are but a few of the responsibilities that are devolved on the public by this particular extension of privilege. On the other hand, the library has to suffer in many directions from

failure of the public to live up to the measure of these responsibilities or from direct abuse of its increased privileges. The books are carelessly handled, replaced in confusion, carried away by mistake or stolen.

The new duties of the attendants, therefore, like the evils they are designed to mitigate, must fall into two classes—they must aid the public and they must guard the library. If the user of the library does not know what he wants the assistant must know—more than this: the assistant must divine whether the user knows or not before he speaks, for an offer of aid where none is needed is by no means appreciated. Is the unaccustomed user mystified by the arrangement of books, in spite of all that can be told him by signs and the shelf labels? The assistant must patiently explain, and politely listen to his denunciations of the system of classification; for, whatever it may be, its vulnerable points will be sure to present themselves to one who is making its acquaintance. She must continually chide the person who is slipping a volume of biography in among the sociology, and must explain how much extra labor this means for the overworked library force. And as these efforts always fall short of perfect achievement she must at least once a day go over the portion of the shelving allotted to her and see that the books are arranged in the proper order. All these duties, and plenty of others, fall under the head of aid to the public. But at the same time the assistant must safeguard the interests of the library. She must see that in the necessary handling of the books there is no unnecessary roughness. She must watch constantly for dishonesty without doing so obtrusively. She must maintain order gently but firmly.

In a small open-shelf library these multifarious duties, as well as the others pertaining to the work of the library, may have to be performed by one person, who must make lightning changes from charging desk to shelves and then to mending-table without forgetting that she is at the same time public mentor and policeman. In larger libraries the duties will of course be divided. Whether this shall be done permanently or temporarily is a matter on which there may be difference of opinion, and the conclusion may vary with locality and other conditions, but in general, I believe that the best plan is assignment to each of them in turn for part of the working day. Thus, with

a large staff, where there may be a somewhat minute subdivision, that part of the staff that is assigned to specifically open-shelf duty may consist of (1) shelf assistants, who go over the shelves constantly and see that the books are in order, (2) information clerks, who aid the users in making selections, and (3) assistants whose duty it shall be to maintain order and prevent dishonesty. I do not believe that this division of duties is anywhere in actual employment. It is merely suggested here. In all open-shelf libraries with which I am familiar certain assistants are assigned to floor duty, which is a combination of the three kinds of work mentioned above; but in large libraries, I believe that specialization after some such plan would be an advantage. In particular, I feel that the duty of safeguarding the library—police duties, if you will—should receive a special assignment. The ease of theft in the open-shelf system is its one vulnerable point. It has been ignored too much, and this fact has been made the most of by some recent opponents of the system. We must acknowledge that there is increased theft from open shelves, but instead of calmly regarding it as a law of nature, thus encouraging the public to look at it as a venial offence, we should strain every nerve to minimize it, even if we cannot do away with it altogether. This, it seems to me, can be done only by special watchfulness. Whatever is necessary to prevent or detect theft should be done. If it cannot be accomplished without having a corps of special detectives scattered over the library, then such a corps should be employed, even if they cost the library ten times the value of the books stolen. There is more at stake in this matter than the money value of a few volumes. We do not refuse to police our parks properly because the value, as hay, of the grass trampled under foot in one season does not equal the salary of a single policeman. My warrant for the introduction here of this question of theft from open shelves is that I believe that the police function of public library assistants has not been sufficiently emphasized, and is not sufficiently realized by the assistants themselves.

It will be seen that when the shelves of a library are opened to the public the duties of the assistants in certain directions are very much increased. In other directions they are decreased. For instance, there is no longer any running to and fro between bookstack and user. It is a general impression that this decrease

in work so far exceeds any increase that there may be, that an open-shelf library may be operated at less expense than with closed shelves. This does not accord with my experience. Of course, we may neglect the duties of aiding the public and of protecting the library so that it remains simply to charge and discharge the books, but if these two classes of floor duty be properly attended to I believe that an open-shelf library requires a larger number of assistants than a closed-shelf library having the same circulation. But the open shelf has become a necessity and we should be glad to spend whatever is necessary to carry it on in the best possible manner.

What special qualifications should be possessed by an open-shelf assistant? Open access looked at from the standpoint of the public is the admission of the people into the library proper—the place where the books are. From the librarian's point of view it is, or should be, the unchaining of the assistant and the sending her forth into the place where the people are. From both points of view the contact between librarians and public must become closer; and the assistant's qualifications should be such as to promote this result. All those qualities that are necessary to pleasant relations with the users of the library at the desk of a closed-shelf library she must possess in an enhanced degree—patience, agreeable manners, good humor, a fund of general knowledge, the ability to think quickly and answer directly, a watchful eye, and, when necessity arises, the mien and action of one in authority. Whether a person possesses these qualifications or not can be told only by trial; they can be guaranteed neither by college diploma, library school certificate nor personal recommendation. Some form of apprenticeship is probably the best method of sorting the wheat from the chaff, but to start off with, every applicant should have at least sound health, education and good breeding.

To sum up, the open shelf question is but one manifestation of a movement that has affected all kinds of economic distribution, and that has resulted in a closer connection between the agents of distribution and the public. The modifications of duties and qualifications in the agents have been those naturally consequent on this closer relation, and include, first, greater readiness and ability to aid the public in selection, and second, greater watchfulness in guarding against possible abuse of increased privileges.

SOME NON-TECHNICAL QUALIFICATIONS FOR LIBRARY WORK

In a lecture given to the students of Pratt Institute School of Library Science in 1904, Miss Frances B. Hawley, superintendent of branches of the Brooklyn Public Library, emphasized those fundamental traits of character essential to the good assistant.

Frances B. Hawley was born in Albany, N.Y., and educated in private schools. She was employed as a cataloger in the Milwaukee Public Library for two years and connected with the *Publishers' Weekly* from 1898 to 1901. In 1901 Miss Hawley became an assistant in the Brooklyn Public Library, and in 1902 was appointed Superintendent of Branches, which post she held until January 1907, when she resigned on account of ill health. Since that date she has been engaged in part-time work at the Metropolitan Museum, New York City.

An important factor in our success as library workers is our attitude toward the institution for which we work. There is a widespread sentiment that the library is run for the convenience of the employees. Stated baldly this sounds absurd, yet most of us allow ourselves to drift into certain opinions that can have no other logical explanation. Which sort of librarian is popular with his staff, the man who has most at heart the good of the work or the good of the workers? We are devoted to the librarian who believes in easy hours, big salaries, much praise and little criticism. Would it be a thrill of joy or indignation that would pass through us, should we learn that our library would remain open two hours later evenings, that its usefulness might be increased? How many heads of circulating departments are at their posts on Saturday afternoons and evenings? How many of us who go on duty at one o'clock, or three, or six, spend the preceding hours of the day in a way that will be conducive to our starting our work with vigor?

It is unnecessary to multiply instances, but there is one point to which I would call special attention: how many of us do the day's work with might and main, with the same concentration and speed that we should bring to bear if we were taking an examination? We are engaged upon this or that piece of work, on duty here, in charge there, we consider ourselves busy, but we use so little force! We do not read books, write letters, or see our friends in library hours, these practices are everywhere tabooed, I believe, to the rank and file; but I doubt if they would affect the output of work as much as does the listless, leisurely manner in which we go about our daily duties. Our time record does not show how much we work. It is the pace, more than the hours; it is a question of how generously we give of the best that is in us. In nothing that I have said have I had in mind the shirk, who is rare among librarians. I am talking of the average assistant who means to be conscientious in her relations with the library; of the woman who will go without her breakfast rather than be late, and stay at her post until she faints, rather than leave early; and yet go through her duties, day in and day out, as if they were of no more consequence than a game of solitaire.

Working for a salary, instead of a share of the profits, seems to blunt our sense of the relation between what we get and what we give. If we consider our salary inadequate, we sometimes frankly confess that we do not feel called upon to do our best. But the situation, as I understand it, is this: we have contracted with the library to perform certain work, and receive in return certain pay; we expect that pay to be prompt and in good money; the library, on its part, expects our work to be full weight. If we find the work more difficult than we had supposed, and so worth more money, we have the privilege so far as the library is concerned of refusing to continue the work without an increase of salary. If personal matters prevent us from taking this step, we must abide by our contract. In short, we have the right either to dissolve our contract or to keep it. We have no right to receive the full pay for which we contracted, while we withold the full measure of work for which the library engaged us.

Poise is a qualification of great value in library work—as in everything else. So many of us think we have explained away the failure to meet a test or emergency by stating that

we are made nervous by an examination, an unruly crowd, an unexpected contingency, the necessity for quick decision and action. Few things so disconcert us as a question about our work, asked unexpectedly—and possibly in a critical spirit—by our professional superior. If we are interested and intelligent, and it is merely information which is wanted, we usually rise to the occasion; but if we are asked to defend our attitude on any point, to make clear our grievances, to advocate our favorite theories and plans, most of us stand helpless. We have probably talked over these things by the hour with our fellow workers or our sympathetic relatives, but we lack the balance to present them lucidly and concisely to a trustee, a librarian, an inspector. Shall we dub this nervousness and accept it in ourselves once for all as we would a short stature, or shall we admit that it is just mental flabbiness, showing lack of security in our own knowledge, lack of respect for our own judgment, lack of control over our own faculties? Shall we tolerate this in ourselves? We have not brilliant minds—that is all too apparent to most of us; but we don't *need* brilliant minds. Given just an average, everyday mind, with enough courage and determination back of it, and we can meet most emergencies.

Suppose you students should be told this afternoon to have ready in three hours a scheme for the establishment and administration of a chain of library distributing centers throughout the mining towns and camps of South Africa. Presumably you know nothing about that country, its topography, its transportation facilities, or the mining situation; nor are you authorities on library organization. It is a problem on which you could well spend a fortnight and get expert advice. Yes, but you have only a few hours. Don't lose a minute in expostulating; don't suppose for an instant that it is impossible. Put your mind—every bit of it—upon the matter, and keep it there, unhampered by the fear of failure, and at the end of three hours you will have ready a report that, though it be neither exhaustive nor expert, is yet not without value. You have directed your own mind, instead of letting your nerves direct you.

In every library, as in every family, you will find the many who lean, and the few who are leaned upon. You will notice that cheerfulness, sturdiness, hopefulness are necessary qualifications for successful work. Aside from all question of duty, they enter into our efficiency. The library worker with a tale

of woe must remain in a minor position; the woman who must be braced up, pacified or comforted, not only saps the strength of those around her, but saps her own salary. If we cannot help feeling discouraged, injured, indignant, let us remember that there is nothing so easy to conceal as our unhappy feelings. No one is going around with a lantern looking for other people's troubles; if we want sympathy, we generally have to beg for it. But suppose we try doing without it. If we pretend to be full of confidence and courage so that the public and our fellow workers come to us with their woes and leave us without suspecting ours, if we "bluff" long enough and hard enough, may it not be that our bluff will come true, and the courage and the confidence will really be ours?

The very conditions that bring to us discouragement and consequent lack of force have unexcelled tonic qualities, which may be extracted from the poisons. Take the feeling or the fact—it is often merely the former—that we are undervalued by those we work for or with; that, if we have any pride, should be one of the greatest possible spurs. There are few people so prejudiced that we may not wring appreciation out of them if we deserve it hard enough. It is really a far more valuable experience to work for a critical than for a lenient librarian or board. To work under someone who will tolerate from us nothing short of really good work and results is as good as any training money could bring us. In speaking of criticism I have meant justifiable criticism. Habitual injustice is perhaps bitterness without tonic compensations and tends to poison even the most healthy personality. The most we can hope for is to rise above it, so that it seems a small thing. But very few of us have to face this, and the occasional injustice which we all must meet is quite a different problem; it is something that should not trouble us at all, nor arouse in us the least bitterness; it is inevitable in a world of highly organized human beings, in whom a thousand and one causes contribute to every mood and point of view. Occasional injustice is not a personal matter; it is just a drop from a big inevitable cloud, of which we happen to be the momentary victims.

You have probably already become acquainted with the tonic qualities of a rush at the charging desk; but there is a prolonged rush before which most of us falter, the long continued strain of too much to do. It comes upon us gradually. We can look

back upon a time when we handled our duties with ease, but they have grown faster than we, and we are at last forced to admit that they are getting the better of us. Little by little our work falls off in quality; where we once did fifty things well, we now do one hundred things poorly. Unable to keep up with our standards, we lose interest, we no longer drive our work but let it drive us. We plod on hopelessly, aimlessly, accomplishing less because of our state of mind than in the days when we had less need of accomplishment. Here, again, we need more backbone. The situation is not hopeless, it cannot last indefinitely, it must break from its own weight. Our business is to see that we do not break first. If we can but keep our courage and serenity, in the face of the fact that our work is going to the dogs—or the pigeon-holes—until relief comes, we may find that under the stimulus we have developed into more expert librarians. Does it not depend upon whether our natures absorb the tonic or the poison?

Many of our non-technical qualifications we owe to the fact that we are—most of us—women. It is second nature to us to give homelike touches here and there that will transfigure even a public building, or at least create a few cosy corners. It is natural to us to try to please those who use our libraries, and we enjoy being with children. Women more than men, I believe, are considered to have talent for details, being more patient, more painstaking. Granting this and much more, the fact remains that a woman in the business world is a fish out of water, and has got to make a hard fight to adapt herself to the new element. Take for one thing her relations with those she works with. She is inexperienced in cooperative work. While men worked with others in war and peace, her duties lay within her own home and it was only in her amusements that she learned the art of meeting others. To a man it is a mere business arrangement that he works with certain people. If they do not trespass on his rights, he is satisfied. To a woman it is a social relation; she must have appreciation and praise from those above her, she must have personal liking from those under her, or on her level, and she must have from everybody the utmost courtesy and consideration.

Miss Ahern, in her admirable address at the Atlanta Conference on "The business side of a woman's career as librarian," made this statement: "There is another attribute which has no

place in the equipment of women librarians, and that is that almost indefinable something, called 'feelings.'" This is undoubtedly true, but it is also alarming, for there comes to us the awful thought "If a woman gets rid of her feelings, will there be any woman left?" The word is probably used in a somewhat restricted sense: we are to get rid of our petty feelings. We are to learn to keep out of the way when people have not time to bother with us; to have our most brilliant ideas laughed at, or ignored, or over-ruled; to put our best efforts on work that we do under protest; to cooperate heartily with some other woman who we feel has the position we deserve; to quench with self-respect our thirst for appreciation; to accept the discomforts incident to our profession—even to irregular hours and cold luncheons—as the editor accepts night work and the miner his underground workroom, instead of regarding them as personal grievances to be carried to trustees and reporters. We may learn all this and much more, and still have a few womanly feelings left that are helpful, not harmful.

In ninety-nine positions out of a hundred, we may come to be as useful and well-paid as if we were men; but at the very top there is no room for us. We may become as logical, as business-like, as executive as any man—and thereby lose half our charm as women—we cannot produce the same results as a man of equal ability. Recognizing our limitations, we may still count ambition as first among our non-technical qualifications. And ambition must mean more to us than a desire for good pay and perhaps a little honor and authority, and more than a desire conscientiously to discharge our duties; it must mean a *passion* for bringing all our strength into action, a *thirst* for responsibility and the power for usefulness which comes with responsibility, a creative force which impels toward the building up of our work; it must mean that there will not be a single working day in all our lives when we will not see or hear or think something that will make for the betterment of our library.

PROFESSIONAL ETHICS FOR THE LIBRARY WORKER

The professional attitude has had many interpretations. Miss Agnes Greer defines it as loyalty—to work, institution, fellow workers, the community and oneself.

Agnes F. P. Greer was born in Pittsburgh, Pa., in 1885, privately educated in this country and abroad, and was graduated from Pratt Institute School of Library Science, in 1908. Her first position was that of Head of Circulation in the Osterhout Library, Wilkes Barre, Pa., in 1909. The following year she organized the Colegio para Senoritas, Pueblo, Mexico, and after serving as Branch Librarian in Pittsburgh (1913) and Seattle (1914), she became Superintendent of Circulation in the Tacoma, Wash., Public Library (1916). In 1919 Miss Greer organized the Works Library of the Yale and Towne Manufacturing Company in Stamford, Connecticut, and the next year the Teachers' Library of Kansas City, Missouri, where she was Supervisor of Branches in the Public Library until 1925. At present she is Director of Branches in the Chicago Public Library.

To talk about chairs or apples or anything tangible is easy enough but when we start on such a subject as professional ethics it becomes somewhat more difficult.

Probably the simplest way to begin is to decide definitely what we mean when we say "professional ethics." The dictionary says ethics is "the science of right conduct and character; the science which treats of the nature and grounds of moral obligation; the doctrine of man's duty in respect to himself and the rights of others." These rules applied to one's profession, then, constitute professional ethics.

This seems to be a pretty clear and definite statement but it is far easier to say it is "the science of right conduct and character" than to say exactly what that conduct may be under any and all circumstances.

There is one word which seems to me to contain it all—loyalty. Loyalty to your work; to your institution; to your fellow worker, whether in your own or in another library; to your community; to yourself.

Let us take them one at a time and see a little more definitely what it means to be loyal.

1—*Loyalty to your work.* This means keeping body and mind in healthy condition so as to do your work to the best of your ability. The library is entitled to the services of a healthy, rested mind in a well body. No one has a right to expend his best efforts and energies in outside duties and amusements, coming to work unable to give it his full strength and attention. Our work is our vocation, the other things are but avocations and should occupy corresponding positions in our lives.

It means keeping up with the latest developments along your own line of work as well as with the general tendencies in library work.

It means doing the best you know how with the position you have, in both major and minor matters; feeling the responsibility of your position sufficiently, not only in its present condition but so that it will develop as it should. It means not to be so obsessed with the details and non-essentials as to lose sight of the motive back of it all.

In a recent number of the *Publishers' Weekly* is a paragraph which reads:

"When a thing that really ought to be done presents itself, take it and work it out somehow without hurry or nervousness even tho your hands are already full. Don't think 'I am too busy.' And above all don't say it aloud where anyone can hear you. Being too busy carries an implication of fussy activity as contrasted with efficient effort. To be too busy is necessarily an admission that your job is itself too big for you, or that you are doing things which do not necessarily belong to your job, or that you are not working wisely and efficiently. Pitiless logic inevitably drives your hearers to one of these three conclusions. If you are 'too busy' you ought to resign or reorganize."

2—*Loyalty to your institution.* This simmers down to being loyal to your superior officer, whether he be a division head, head of a department, or, in case you are a librarian, the governing board.

It is as bad for an assistant to go over the head of his department to the librarian as it would be for the department head to ignore the librarian and take his orders from the governing board—than which nothing can be worse.

You cannot expect your superior officer to back you up and be loyal to you if you are disloyal to him. If you find you cannot respect and serve him loyally, it would be wise for you to find someone whose ideals are more like yours, for whom you can work.

The rule of the three L's is a pretty good one—Like, Lump or Leave.

3—*Loyalty to your fellow workers.* Team work is just as essential in libraries as in foot-ball. Unless we are helping one another to carry the work of the library forward we will soon find that some are pulling this way and some that, so impeding progress as sometimes even to cause us to go backward instead of forward.

If we would spend as much time seeking the good points in our fellow men as we do the bad, we would be agreeably surprised—and so would they. Some one has said, "Seek the good points in the other fellow; the bad points in yourself."

The same holds true of their work and our own. Usually the assistant who has time to investigate the work of his fellow assistants could improve his own, maybe by following some of the ideas of the criticised one.

Thoughtless criticism of a fellow-worker, or another department, has caused a great deal of trouble which might have been avoided.

This phase of loyalty extends also to other libraries. Libraries and librarians, as a rule, do "hang together." It is a glorious thing to belong to a profession where there is so little professional jealousy as there is in ours.

It is a fine sign of the spirit in which we work to know that our feeling has passed the personal, the local and even the national phase so that every librarian feels with certainty that every other librarian, no matter whether in Oshkosh or Singapore, in Oxford or in Leipzig, is actuated by the same motives.

What one of us by the slightest fault-finding or personal feeling would hinder our profession in its progress?

4—*Loyalty to your community.* At first glance this seems to affect only that small portion of us who are in charge of libraries. In reality, it means us all. We all have a community which we are serving and it is our duty to give the best service we can. This does not always mean giving them what they at that time may wish but rather what they want, in so far as we have the power. In other words we must be loyal to the best in the community. A terribly hard thing to decide, for we are but human and may not make the wisest decisions but we can at least do the best we can. The assistant in the children's room who induces the small child to read the Golden goosebook when Foxy Grandpa was asked for, is serving the best in her community as much as the board of directors who refuse to let politics enter the library are serving the best in theirs.

5—*Loyalty to yourself.* This also must be considered. If you find yourself in a position which, for some reason, is not a good one for you to be in, do not hesitate to talk it over with your superior officer. A square peg in a round hole is doing an equal amount of damage to hole and peg.

It is part of everyone's life to have family and friends who should receive a certain amount of time and thought. You owe it to yourself to play as hard while you play as you work while you work. It is essential that a portion of your time should be spent out of doors; in having a good time; in refreshing body, mind and soul.

To sum up. Loyalty to one's work, or professional ethics, means—knowing as much as possible about your work; doing the best you can; aiding your fellow workers to carry out the library policies which are to serve the community most efficiently; and to see that you, yourself, are in good condition to do your share because you have kept yourself human and alert instead of deteriorating into a mere piece of intelligence or an intellectual machine.

THE LIBRARY ASSISTANT: HIS DUTIES AND RELATION TO HIS CHIEF

It is noteworthy that this paper, read at the conference of the American Library Association at Atlanta in 1899, still refers to an assistant as *he*.

The author, James Kendall Hosmer, was at that time librarian of the Minneapolis Public Library.

A sketch of Professor Hosmer will be found in Volume VIII, *The Library Within the Walls*.

To propitiate the spirit of the moment, let the exordium of my remarks be a naval figure. On the tumultuous sea of a great city's life, the public library, with its branches, stations and sub-stations swims like the squadron of an admiral, and the enemy which it forever combats may be described as vacant-mindedness. This vacancy of mind is a thing of protean shapes: now it is the dearth of knowledge, felt by the man of scholarly tastes; now it is the ennui of the fashionable lady, coveting a time-killer between the ball of last night and the opera of to-night; now it is the soul-hunger of the child with eyes just opening upon a world quite unknown; now it is the ignorance of the man of affairs which must be done away with if this and that business scheme is to be pushed to success. Vacant-mindedness has many shapes; but whatever shape it takes, it is always in an American community a desperately aching void, and confronts its antagonist, the public library, with an omnipresent and unsleeping energy that makes needful every resource. The squadron, besides its commander, must have its fleet-captain, chief-of-staff, chief assistant; a head also for each department; and crews larger or smaller of catalogers, desk attendants, reference-clerks, delivery-men, messengers and janitors. If the campaign of the library is to be effectual, the places from commander down must be properly filled; every hand must know its work and be zealous in it.

Since every proper assistant hopes to stand at some time in the chief place—is, in fact, a chief librarian in the making, and is always, if he be suitably ambitious, bettering his equipment with that end in view—it is right to ask, at the outset, what the chief librarian should be. Not long since I saw him described substantially as follows: He should, first of all, possess firm health. He should have wide knowledge of men and women, and the power of meeting them with firmness and good-nature. He should have seen the world in various lands through having been to some extent a rolling-stone; provincialism should be polished off from him, his back should possess no lodgment of moss. He should be an administrator, with lively initiative tempered by cool judgment, with a sharp eye for the qualities that tell in the men and women whose work he directs, with persistency tempered by geniality in pushing a policy, with all screws so far from being loose that to rattle him shall be out of the question. He must be a man of thorough academic education, able to read, if not to speak, the great ancient and modern tongues, and as widely read as possible in all literatures. Morally, he must be possessed of lamb-like patience, of lion-like courage, of sunny spirit, of invincible push. The ideal librarian, in fact, should possess wings that drag on the floor. Among poultry of the celestial kind, if he be fully equipped for his work, not Gabriel himself will surpass him in the splendor of his feathers—and all this fine plumage he must be prepared to prink and trim usually upon a very modest stipend.

Since every assistant is potentially a chief and aspires to be a chief, let the assistant have in his eye some such figure as this. But while chiefhood, so to speak, remains in abeyance, what, precisely, is the assistant's field? To recur to the naval figure, in large operations, beside the admiral must always be the fleet captain, chief-of-staff, first assistant; and the chief-of-staff is often scarcely less important than the commander himself. Gneisenau, indeed, in the belief of many, made Blücher; Moltke certainly made the princelings who were in the foreground in the wars of '66 and '70: just so I believe that there are fleet-captains that have made admirals, and first assistants who have made librarians. To try to distinguish between the spheres of the librarian and the first assistant, perhaps we

may say that the former should be occupied by grand strategy—the latter with tactics. In his warfare against the vacant-mindedness about him, the void that ever aches and keeps him forever on the alert, the chief librarian must take the broad view. In his arsenal of books what deficiencies need to be made good that his fire may be well sustained: where shall he put his branches and stations that assault may be most quickly and effectively met? How shall he replenish the stock of information in his own mind, knowledge growing from more to more, day by day, as it does; and what time can he find to be productive himself, working to stimulate the better tastes of his community, to supply information, to add prestige to his institution by making it a centre of scholarship and worthy literary accomplishment? With all this, certainly the hands and the mind of the librarian will be well filled. It is indispensable that he should have at his side one whose function shall be to care for the thousand details of administration, the tactics; and if at the same time that one be a man or woman, broad and keen, capable of surveying the strategic plane and of giving advice in the larger field, it will simply be in accordance with the precedents of the great chiefs of staff, who at the right hand of commanders have been of momentous weight in crises.

As to assistants of lower grade, for each there is the round of duties, narrow or broad, to be fulfilled; but I should say the hope of reaching the highest place should never be lost sight of. A footing once gained in a large library, let no subordinate forget that before fidelity and capacity his path will widen toward the top. And here it is in place to speak of a certain discouragement that seems inevitable in the position of an employe in a large library. I remember once, in the great starch factory at Oswego, I saw a company of young women who had acquired astonishing dexterity in doing up packages of starch. Their fingers as they worked were scarcely visible; in a second or two of time the product was properly enclosed and labelled for the market. My guide said these girls did nothing but this; every other part of the manufacture was as unknown to them as if they were strangers in the factory. This very dexterity was a bar to any enlargement of their sphere of work. It was to the interest of the Kingsfords that they should be kept at the one thing, this deftness increasing

all the time through the limitation, but with a sacrifice of all breadth of training.

Political economists have often noticed the trouble which comes in factory life from a close division of labor, each worker having his own little task at which he becomes infinitely dexterous, but knowing nothing else. Division of labor is pushed sometimes to such an extent as to produce even physical deformity. One set of muscles becomes abnormally developed while another set withers—the fingers become quick while the legs shrink. In a large library something approaching this is quite possible. The capable assistant, aspiring to a broad efficiency, feels that it is a misfortune to him to be kept to one task; that it would be far better for his training if he could change his work, discharging in turn each one in the various round of labors. In practice, however, what inevitably comes to pass? A writes a faultless hand, and has a marked spirit of neatness and system. In utilizing his staff the library head, having in view the good of the institution, naturally assigns A to the catalog. B has poise, a ready smile, firmness, combined with a quick eye and prompt mind; B therefore goes naturally to the issue desk. C, having dealt much with books, and possessing a retentive memory, has become deeply read; C goes to the reference-room. D, self-reliant and full of executive force, will, it is likely, be charged with the direction of a branch. A, B, C and D, once placed, may find it no easy thing to get away from their respective spheres. As years go by the natural aptitude of each becomes more and more fully developed. The little groove of the first month becomes a well defined rut. In his rut the assistant becomes skillful, but his very skill operates to his detriment. With a helper of such marked efficiency in the place, it is not economy to employ there anybody else.

Every head of a large library, I suppose, is more or less beset with petitions from those of his staff who feel that they are side-tracked in corners or lost in these ruts, who weary of the monotony of their tasks, and long to develop in other work powers almost untried. If the librarian, however, is disposed to yield to the pressure, straightway from the head cataloger, from the superintendent of circulation, or the superintendent of branches, comes remonstrance: "Smooth running of the library machine requires that A, B, C and D shall each

stay in his place. To break in new people will cause embarrassment; they themselves, though highly skilled in one way, in other ways are but tyros, and must be broken in with loss of time and patience."

I believe I do not exaggerate the matter. As in a great factory, so in a large library, the most economical utilization of the forces of the employes seems sometimes to require a sacrifice of the individual, for whom rounded symmetry of growth is better than one-sidedness. Many an assistant in a large library has doubtless felt he has had no fair chance, and very likely may have reached the opinion that, as a training-school, a small library is really to be preferred, where work of all kinds must be done; just as I have heard a great banker say that, for a business training, a cross-roads country store was vastly better than a huge city establishment. I can think of no way for fully meeting this difficulty. The welfare of the employes in a large library must perforce be a secondary consideration, the first demand being the efficient and economical service of the public. Something may be done by a well organized system of staff meetings. If these can be regularly held—say once a week during six months of the year—the heads imparting to each one the lore of the department which he superintends, the subordinates giving time out of hours to learning the tasks with which, in the daily routine, they have no concern, certainly something can be done toward a well rounded development. Important incidents of such a system of meetings are the fostering in the members of the staff of friendly acquaintance, the springing up of *esprit du corps,* the knitting of the links necessary to proper co-operation. The large library lacks an important, indeed an indispensable thing, which does not make provision for an efficient system of staff meetings.

Let the assistant aspire always to the high places of the profession, and always keep in view the great ideals. And here let me combat for a moment a conception of the librarian's character, which in my judgment is incorrect, and which, if it prevails, I believe will affect seriously the dignity of our profession. Talking not long since with the librarian of a large library in his office, an office which had few suggestions of books, and might as well have been the office of a banker or manufacturer, he told me that his work was purely

administrative. Passing judgment upon books, their selection, classification, cataloging, as well as charging and discharging at the desk—all these functions were in the hands of subordinates. Nor had he time to study or write in any line, his energies being quite absorbed in executive work—the control of his large staff, the oversight of a widely extended and highly complicated system of distribution, the receipt and expenditure of large funds. The librarian referred to did not think it right that his energies should be thus exclusively absorbed in administration; it was, however, in his case, inevitable.

I am old-fashioned enough to feel it will be a sad day for our profession when the qualities required in the high places are for the most part the same qualities required for the successful running of a department store. It has been asserted that librarianship had come to that—that it was quite a secondary consideration whether or not the librarian should be a bookish man. Heretofore the heroes of our profession have been a Lessing, librarian at Wolfenbüttel, greatest scholar and critic of his time, giving to the world while discharging his office the "Education of the human race," and "Nathan the Wise"; a David Hume, librarian of the Advocates' Library at Edinburgh, while busy in his place, ranking as the soundest philosopher and best historian of Scotland; a Justin Winsor, while librarian at Boston and Cambridge, rising to be the first authority in America in his great field; a William F. Poole, librarian at Boston, Cincinnati and Chicago, at the same time in each great city leading as critic and antiquarian. Or to refer to honored men still living who, however, greatly to the loss of our calling, have laid down their professional burden, I point to Richard Garnett, Keeper of Printed Books in the British Museum, and always prolific in the directions of biography and the choicest belles lettres; and to Joseph N. Larned, librarian at Buffalo, but becoming in the widest and profoundest sense a scholar as regards the records of human achievement.

Heretofore such men as these have been our cynosures. Has the time arrived when such ideals are superseded—when the model librarian shall be chiefly a man of affairs, a man to run a department store, while erudition and literary capability are matters of small account? One would say that it was a good thing to have at the head of a large library a man who by achieving something in the realm of literature had gained

among his fellows a position of some authority—who naturally would be looked up to to direct in choosing books and following out courses of reading—who placed as he would be at the intellectual centre of his city might be a spring out from whom should flow a constant, if not always perceptible stream of influence, working directly, and also in a thousand subtle ways, for the refinement of taste, the propagation of true learning, the bringing to pass in general of sweetness and light. One would say that capability of this sort should count as much looking toward high position as the kind of capability that provides for the introduction of automobiles and the wireless telegraph in the delivery system at the most expedient time, that the heaviest possible discount shall be knocked off the bills of the bookseller, that the staff, while lavish of skill and labor, shall be always low-salaried and yet always good-natured.

It is not necessary to feel, however, that the scholarly and the administrative faculties cannot be combined in one man. It is much to ask, but as the world evolves, higher and higher becomes the type of man demanded. To recur again to the navy, the distinction between the officers of the line and the engineers has been abrogated; the captain must be able to run the machinery, the engineer must be capable of commanding the ship. The great librarian must have the executive, and also the bookish gifts. There have been such librarians; there will be such librarians hereafter; what is demanded will be provided. If, however, it were the case that such gifts were incompatible, and that in the need for capable administration, scholarship and literary taste should come to be held of small account, the dignity of our profession would be lowered most unfortunately.

THE INARTICULATE LIBRARY ASSISTANT

Miss Margery Doud struck the keynote of the modern attitude toward library work when she said: "There are no inarticulate assistants. They only seem so."

Miss Doud is a native of St. Louis. She took the earlier apprentice course of the Public Library there, has served in its Circulation Department and as librarian of two branches in succession, and is now in charge of the Readers' Advisory Service. She has been instructor in Book Selection and Ordering at the Iowa University Summer School, 1926-28. The following paper was read at the Colorado Springs conference of the A.L.A. in 1920.

There is no such thing as an inarticulate library assistant! I am sure that you have asked assistants to speak today because you sincerely want an assistant's viewpoint. I know that I am going to make statements which you will question; I know that I am going to give opinions with which you will not agree. I make these statements and I give these opinions because I know thoroly the assistants' attitude and point of view, and because I am conscious of the value of sharing that knowledge with you in this impersonal way.

I have said that assistants are not inarticulate. That many appear so is due to the fact that they have not been given the opportunity to express themselves to the right persons.

Before America entered the war there was, I think, no noticeable shortage of library workers. As a result there was discontent. There were few vacancies in good positions, consequently small chance for promotion. For the thoro, conscientious, intelligent body of assistants there was almost no incentive in the way of advancement, in responsibility, or salary.

Library salaries had always been admittedly too low; some efforts had been made to set in motion means for raising the standard; but conditions did not necessitate drastic nor immediate

action by individual librarians or boards. School teaching and library work were the two most acceptable openings for the refined young girl who needed or wished to earn her living. There was always a waiting list for entrance into the library training class or apprenticeship course. If occasional assistants resigned there were always others to fill their places and no definite loss was felt.

Such conditions deterred rather than encouraged self-expression by individual assistants. With no organization to voice the sentiments of the staff, justified suggestions or protests often looked very like personal complaints, and assistants hesitated to make them. The very security of the position of the library under such even conditions, made insecure the position of the individual assistant. Some may have been apparently inarticulate, but they expressed themselves to each other or they seethed inwardly.

They had chosen to go into library work because they considered it the most interesting and congenial occupation open to them; but they found that compensations which come from doing congenial work are not enough. Every nature craves adventure and no one can be entirely happy in any work which does not in some measure satisfy that craving. The fact that advancement and recognition were for but few, and that those few married or died with discouraging infrequency, took away the sense of adventure from the work itself. On the other hand, the small salary did not provide for adventure on the outside. Plays and concerts which ought to be considered rightful amusements or proper aids to the outside equipment of an assistant, have been forced into the category of occasional and long debated extravagances. The question of clothes takes up free mornings and afternoons off, when outdoor recreation should be enjoyed. It is quite usual to ask an assistant who appears in a new shirt waist, "When did you make it, nights and Sundays?" The phrase "Nights and Sundays" has become symbolical of the work which an inadequate salary forces one to do in hours of leisure which should rightfully be devoted to the recreation and outdoor sports which are only a consistent rounding out of the day's activity.

We are all thoroly tired of hearing about the high cost of living, but the fact must be noted that within the last six years, the dollar has so depreciated, that the library assistant

actually receives as little or less than she did six years ago, leaving nothing for experience or years of service. No matter how dedicated one may feel toward a chosen work, a condition like this is immensely discouraging. It is a fine gospel to live on little, to preach the love of books, but the bookish charm of "Parnassus on Wheels" and "The Haunted Book-shop" would be much less appealing without the comfortable reminder of the farmhouse meals, the anthology of the six thousand loaves of bread, the pots of cocoa brewed nightly in the little kitchen behind the shop, and the no less than inspired dish of "Eggs à la Samuel Butler." And Christopher Morley does not seem to us to write any less entrancingly because we have discovered in him an almost fiendish delight in chocolate cake.

If money is available, an assistant should have the salary she is worth; if it is not available, immediate steps should be taken to make it so.

When America entered the war, there was a general exodus of assistants from libraries all over the country. They went into war work at home, at Washington and abroad; they went into civil positions left vacant by men who had gone to war. Not for a minute would I question the patriotism which caused this exodus, and yet I firmly believe that consciously and unconsciously the much larger salary and the chance for adventure were contributing motives.

The call came and many answered. At the time it was freely said by many heads of departments that the war would soon be over, that assistants were foolish to leave permanent positions for temporary ones, that before long they would be high and dry and sorry they had risked the change. Out of the many assistants who left the St. Louis Public Library at that time, only one has returned, and she did so to fill a higher position than the one she had held before.

The experience of war times proved that there is a constant demand for cultured women with trained minds in varied fields of activity all over the world. Both teachers and librarians have discovered that they now have an unlimited choice of interesting as well as lucrative occupations.

For this reason, the exodus did not stop with the armistice. It has gone on gradually but steadily. Librarians are accepting these later resignations entirely too calmly, consoling themselves with the knowledge that it is general all over the

country. Thas it *is* general all over the country makes the situation all the more grave.

The library is the school for the whole public. No matter how limited nor how broad their education, members of all classes come to it for help. The mechanic in overalls comes for the latest technical book in his line, a noted organist sends in a pupil to look over expensive organ music before buying a selection for himself; a distressed woman comes to find a saltless diet for a relative with heart disease; an assistant on Saturday night learns from a book how to make bound buttonholes the next day; a violinist gives a recital of selections never before heard in the city, the scores of which are only to be found in the library's music collection; a scholarly old bookman comes for his favorite edition of Shakespeare. It is surely evident that it takes something more to deal with the vagaries of the library public, than the mere knowledge of how to get a book from the shelves and issue it. The demands on an assistant's patience, knowledge, diplomacy, resourcefulness and strength are endless.

It is not the librarians, but the public and the assistants who are left, who best realize what it has meant to lose so many trained workers in so short a time. The assistants who stayed, in addition to their own work, have had to train unskilled substitutes, to watch for and correct their mistakes, to make up for their deficiencies, and to try to satisfy and calm a justly impatient public. War experiences have also led the way to broader fields of usefulness for libraries, and now more than ever, we need to strengthen, not weaken our staffs. It is of utmost importance that library assistants should be well trained, well educated, well qualified; and sufficient inducements must be offered, not only to gain the right type of new, but to keep the right type of old assistants.

In Helen Marot's valuable book "The Creative Impulse in Industry," she quotes one successful factory manager as saying: "The opportunity for self expression, which is synonymous with joy in work, is something that the workman is entitled to, and we employers who feel that management is to become a true science must begin to think less of the science of material things and think more of the science of human relationships. Our industries must become humanized, otherwise there will be no relief from the present state of unrest in the industries of

the world." If the need of satisfying the creative instinct is so important in factories where the workers deal with raw material, surely that same need is important in libraries, where the workers deal largely with people.

There should be more responsibility for each assistant, with the privilege of developing her own ideas. In the Circulation Department of the St. Louis Public Library, tho all assistants are scheduled for different duties during the day, to give variety, certain parts of the work are done by certain individuals who are allowed to use their own methods and ideas and are only held responsible for the work being done properly. I believe that this is not true in all departments nor in all industries.

Too much supervision is a bad thing; it makes the work and the assistant more mechanical; it stifles originality, individuality and interest; it gives an assistant less chance to show what she can do, therefore delaying her advance by promotion and also her increase of salary.

As another measure I would suggest regular meetings of assistants or their representatives, such as are now held for heads of departments in large libraries. As I have said before, assistants are not inarticulate. They talk to each other and they often express logical, well thought out protests at some injustice which may or may not have been intentional. Regular meetings, not necessarily frequent, where the younger members of the staff could discuss matters frankly with the librarian, would do away with much of the misunderstanding which exists in many large systems.

The next point is that of organization. The trend of the whole working world today is toward self-expression thru organization. In an exceptionally wise paper on the organization of teachers by James E. Russell, Dean of Teachers College, Columbia University, there are suggestions so admirably suited to librarians as well, that I am going to quote them here.

Mr. Russell says: "The person who knows what to do and how to do it, is an artisan, a trade worker; he who also knows why he does it, and in his doing is guided by high ideals, is a professional worker.

"An organization of teachers, nation-wide and properly authoritative, must be founded on principles that will be universally recognized as valid, and its conduct must be above reproach. . . . If the present world crisis makes such an organization possible, it also imposes acceptance of professional standards.

"The organization should co-operate with every other group of citizens for the promotion of the public good, but should avoid entangling alliances with any one." The teacher deals with members of "every group, party, sect and organization that exists in the community. He should teach them the fundamental principles of American life and help them to make wise choices in their affiliations; but he may not proselytize or conduct propaganda for any cause on which citizens are divided. The organization, therefore, which acts as the super-teacher, cannot favor either Jew or Gentile, Republican or Democrat, capitalist or laborer. It honors them all for the good they strive to do, and will join with them in all good works, but it cannot be subservient to any one.

"I realize that the American Federation of Labor is potentially one of the most beneficent organizations in the United States, and I have the highest regard both for its leaders and their objects, but it would be a mistake both for the Federation of Labor and for the prospective organization of teachers, to form an offensive and defensive alliance. . . It would be just as fatal to become entangled with the Manufacturer's Association, The Bar Association, The Christian Association, or the Democratic Party." In a closing statement, he suggests the slogan, "Friends with all but allies of none."

If we grant Mr. Russell's points, and if we admit that, librarians being also civil servants working for the good of all classes, his points are as applicable to us as to teachers, then it would seem that the simplest and most natural form of organization for librarians would be local branches of the American Library Association. Units of this kind could have the independence of purely individual organizations and also the strength which comes from union. It would be of unquestionable value, both to local units and to the A. L. A. The local units would gain by the experience and standing of the A. L. A. The A. L. A. would profit by having more general support of members from more parts of the country, undoubted sources for freshness of ideas and plans for progress. To the average assistant, the A. L. A. is a far off thing, not directly concerned with any individual. It is politic to know the name of its president, but beyond that it has little of personal appeal. To arouse the interest of the A. L. A. in the library workers of all communities, and to arouse the interest of library workers of all communities in the A. L. A. is the

direct and simple method of progressive and constructive organization.

When organized, the expressed opinion of the assistants as a body would carry more weight not only with the librarian and the library board, but with the public, in propaganda for raising taxes for library purposes and in any movement for progress in the library world.

William Roscoe Thayer, in the introduction to his life of Theodore Roosevelt, points out that a friend's portrait must surely be nearer the truth than an enemy's for an enemy is certainly not impartial either. He adds a great truth in saying: "We have fallen too much into the habit of imagining that only hostile critics tell the truth." With the belief that a friendly critic can tell the truth, I have made out a list of "Don'ts for Librarians." (I might add that it is only a partial list, but the other "don'ts" can be furnished upon request.)

1. *Don't* underestimate the value of an assistant until you have fairly tried her out.
2. *Don't* tell others of an assistant's faults, tell her.
3. If an assistant comes to you personally about promotion or a raise of salary, *don't* talk in and around and about the subject in order to confuse her and make her forget the point at issue. It may be expedient, it certainly is clever, *but it is not fair.*
4. *Don't* send away for some one to fill a responsible position if there is an assistant in your library who could be promoted to that position and who could do the work as well. Many an assistant develops executive ability when given the opportunity.
5. *Don't* make the very grave mistake of expecting an assistant to stay for less than she is worth because she likes the work and likes your library. It is the one fact which should stand *for* not *against* her progress.
6. Lastly (and I give this as a word of warning to librarians.) *Don't* wait too long to provide measures of self expression for your supposedly inarticulate assistants. Conditions of today are forcing self expression. What with the deplorable lack of both interested and trained assistants, with the need in libraries all over the country for workers who have some background and at least a nodding acquaintance with books, and with the lucrative as well as interesting positions open

to librarians in other fields, even the meekest assistant has reached an alarming state of independence.

It is for librarians to lead this dangerous, delightful newly discovered independence into ways beneficial to assistants and librarians alike. Otherwise, at some not far off A. L. A. Conference, we may expect to hear Mr. Anderson or Mr. Hadley or Dr. Putnam or even Dr. Bostwick wistfully reading a paper entitled: "Articulate Assistants: How Can They Be Suppressed?"

RELATIONS WITH THE READERS

In 1876 Frederick Beecher Perkins of the Boston Public Library stated the cardinal rules of contact with the public when he said that the librarian must use the same principles as a good business man. He must be as good-natured as a good salesman, to the disagreeable as well as to the considerate, and at the same time he must enforce rules. Summing up, he must, wherever possible, do what is asked of him.

A sketch of Mr. Perkins is to be found in Volume **III**, *The Library and Society*.

THE TRIALS OF A NEW ASSISTANT

In 1898 Louise F. Brown of the Buffalo, N.Y., Public Library read a paper before the Library Club of Buffalo in which she recounted the many preconceived ideas she had been obliged to abandon, upon actual contact with her public.

Louise Fargo Brown was born in Buffalo, May 16, 1878, and served as assistant in the Buffalo Public Library in 1897-98. She was graduated from Cornell University with the degree of A.B. in 1903 and remained there as a scholar in history until 1909, receiving the degree of Ph.D. She was instructor in history at Wellesley from 1909 to 1914 and at Vassar in 1915; was dean of women and associate professor of history in the University of Nevada in 1916-17, and in 1917-18 was detailed for historical research service at Washington, D.C. with the rank of sergeant of United States marines. Miss Brown has published several historical monographs, and is at present in London engaged in research work in the British Museum.

"What not to do when you start to work in a library" would be, perhaps, the most fitting title for these gleanings from experience; and as it is not long since I have done all these tabooed things myself, I feel that it is the solitary subject on which I am competent to speak.

In the first place, the beginner in the library force is likely to place too much confidence in the words of her friends when they congratulate her on going to work in "such a nice, clean place, where you will be right among books, and will have such opportunities for reading." It is to be hoped that she will always think the library a "nice" place; but how many libraries deserve the other adjective? As for reading, I certainly hope the day will come when I can utilize

those scraps of miscellaneous information seized on the trips from stack to counter, and gathered from the private mark page while finishing. The method cannot be recommended as giving a comprehensive grasp of any subject, but the result is something which, however heterogeneous, is still information, and is carefully cherished, for while the public continues to crave enlightenment in its present omnivorous way, there seems no prospect of supplementing it.

Now, suppose the time to have arrived when, fortified by the well-meant fallacies of friends, the brave yet trembling candidate presents herself at the library. Perhaps she has long known the place from the outsider's point of view. If so, she has had her own little grievances, and cherishes a definite opinion of how the library should be run and shall be as soon as her influence, imperceptibly but firmly exerted, shall have convinced the reigning powers of the inferiority of their methods and the excellence of hers.

In the meanwhile she condescends to learn a few of the workings of the establishment.

She makes many blunders in her whole-souled enthusiasm for improving the taste of her public. She is shocked and pained to find that taste on the whole frivolous, and starts confidently upon the task of elevating it. She is greatly surprised to discover that the mental pabulum she offers is not devoured with avidity. She finds that the mind nourished upon the subtleties of Mrs. Hungerford's style has no craving for the naive simplicity of Thackeray and Dickens; that the child accustomed to follow the stormy course of the great movement inaugurated by Elsie Dinsmore for the reclaiming of unregenerate parents finds the doings of Betty Leicester unbearably tame and Miss Alcott's young friends extremely uninteresting. She is simple enough to interpret the phrase "any good book" according to her own standards, and when she has learned her error is pretty sure to remark, "It depends on what you call a good book," and thus lay up vast stores of unpopularity.

She fully earns the remark, sure to come frequently, "I guess you are new here; perhaps you had better ask one of the others"—probably the most galling experience she has to undergo.

She is not skilful in straightening out the inevitable word-tangles. Holmes' "Over the hiccups" and Longfellow's "Bandoline" are plain enough, and "Flowers in the cranium" are finally located in Tennyson's crannied walls, but before "Supercilious currents" she retires, baffled, for it takes a more experienced mind to evolve "Current superstitions."

She is dizzied by the quick changes of base made necessary when one person inquires suspiciously if there is any religion in a book, and will only take it on receipt of a negative, while the very next one wants a book by "some good Christian author like E. P. Roe." She wishes to slay the little prig who desires "not a fairy story, but something that will do me good," delights in the child that wants "a good Indian story for girls," and brings Macaulay's lays to the boy who demands "po'try books" having actual fowl in view.

She says, "Are you waited on?" until she finds herself accosting people thus on the street and over the telephone, and, in fact, goes through all phases in the education recommended by Kipling for puppies and boys; finds out her blunders by committing them, and finally evolves a formula something like this:

To the wisdom of the serpent add the dove's demeanor mild;
Hide a politician's tactics 'neath the meekness of a child;
Be all things unto all persons, and to some be two or three;
Have the air: "Some might be baffled, but there's nothing puzzles me";
Be acquainted with the history of nations near and far;
Know their populations, industries, and who their rulers are;
Know all the best authorities on zo- and soci-ology,
On physics, chess, mechanics, taxidermy, toxicology,
On woman's rights and logic, on golf and brewing beer,
With a thousand other subjects there's no time to mention here.
Know all the works of fiction from the time when mother Eve's
"Snakes I've met; or, Why we ate it," filled three volumes of fig-leaves.
Be informed on current topics and on those that aren't current;
Know why things that are, are as they are, and why the others weren't.

If these conditions you fulfil, and then have laid away
A little store of extra facts against a rainy day;
If all these things you are, I say, and sure are lacking nary 'un,
Then some day you may hope to be a really good librarian.

THE LOAN DESK FROM BOTH SIDES

The loan desk is the hub of the library, and Miss Jennie Flexner, formerly head of the Circulation Department of the Louisville Public Library, lists the essential qualifications for its successful management as appreciation of books and interest in human nature.

Jennie M. Flexner was born in Louisville, Ky., and entered the service of the Louisville Public Library in 1905. She attended Western Reserve Library School in 1908-09 and returned to the Louisville Public Library where she was appointed head of circulation in 1912, and was in charge of the Training Class from 1922 to 1926. In 1926 she spent five months with the A.L.A. curriculum study, preparing a textbook on circulation work, and in 1928 she became head of the Readers' Advisory Department in the New York Public Library.

In the mind of nearly every one of us, there is probably still, if we look for it, the childhood impression created by some loan desk in some dismantled library presided over by some librarian long since promoted to other spheres. Can you remember, as I do, standing on tip-toe to push a book up thru a hole in a wire grating, and asking with no small trepidation for another in exchange? And did you when you wanted the sequel to "Eight Cousins," which was lost from your set of Alcott, draw down "Michael and Theodora" or "Sanford and Merton?" And did you from sheer fear take these unknown and unwanted volumes home and read them because it never occured to you not to read what the library lady handed you? Or did you ever look quietly in thru the big doors, down the long room with its strip of cocoa-matting and its busts of dead heroes and its general dusty gloominess to see the attendant who had done the awful deed last week, apparently still sitting in the same spot—and then did you steal out as I did and wait till the dear fat chubby library

lady was there? She it was who took you by the hand, led you thru the locked gate, and hunted out two or three books for you to choose from, instead of handing you the top one from the pile on the desk. There have been many of both sorts of librarians in most children's lives, and the contrast between what was done for the library beginner in those days and what is being done in these never fails to give me a delightful sense of progress, when I look into a crowded children's room with its general air of cheerfulness and remember how unwanted certain old readers and attendants used to make me feel. Many a set of well tried library ideals doing good work in this country today was started unconsciously in some such dreary surroundings by people utterly unsuspecting of the impression they were making.

That type of loan desk has passed with that school of library employee, and we have a very different equipment today. It is not only the desk and spirit in the library that have changed. The public has changed almost as much. But the loan desk itself—let us look at it in passing, not to measure its capacity for files and registers and telephones, but to see what it really is. It may seem just a strip of mahogany holding a vase of flowers, a rack of books, a file of cards. Is it that same old wire-topped affair in spite of its improved appearance? Is it a barrier attractively disguised, between two groups of people, kind, willing and blundering people, who fail to understand each other? Or is it a simple piece of convenient furniture—a center where one may come for help, feeling sure that at least an understanding effort will be made to serve?

The loan desk is really the hub of the library. To many people it is all of the library. If they find there the service and the books that they want, the library is a good one, and all that goes on behind the scenes to secure the smooth procedure is as nothing to them. If we are judged largely by the work done at this desk it is important to make it just about the best work done in the library, which means that the assistant in charge cannot be one who lacks the necessary technical training for a cataloger, or the education and background supposed to be needed by reference assistants or the charm and patience required for children's librarians. Ability to stamp books and cards, to find the outsides of books, to

be a sort of super-page are not the only qualifications required by even the make-shift loan assistant.

The essential qualities for this ideal person who is the connecting link between her books and her people are indeed very like the essential qualities of a good angel. There is no known virtue that she does not need, but she needs as well certain human frailties and a good many merely human faults else she cannot understand and cope with the humanity on the other side of the loan desk.

Everywhere today comes the cry for the specialist, but the best type of loan assistant cannot be a specialist—she has to be too many different things in answer to too many different demands made on her. I plead that the person who stands on our side of the loan desk be first and always a real lover of books, whose joy in books is her own great gift, a thing apart and separate from her use of them as a means of livelihood. We must never tire, we must never let our keen enthusiasm fail us or we are drudges. The assistant who comes into contact with the public must read. Often in the absence of the leisure which is so necessary for the real enjoyment of books, she has to fall back on the reviews and other makeshifts. She has to learn to skim. But these necessary substitutes must not destroy the sheer delight of reading. We cannot under any conditions afford to read only what we must read to keep up. In our hurried, overcrowded life we must not allow ourselves to be cheated and defrauded of the joy in books. There is no worse affliction than to come to this work, loving books just after people and thru some misadventure to lose the appetite, the desire to know what is inside the volumes we handle.

Next to her love of books, and perhaps above it, must the loan assistant have a sympathetic appreciation and understanding of men and women—an impersonal constructive curiosity and a real enthusiasm for all sorts of people. Loan work is hard work. Unless it is hard work it is very apt to be poor work, but it is satisfying work, bringing great stimulus, quick returns and often compensation out of all proportion for the service given. The hours are irregular and hard, but nothing in the whole field of the profession gives a greater sense of work well done than the matching up of books and people. There is real pleasure in that accomplishment on both sides

of the loan desk, and it is the sort of pleasure that is sometimes found in unexpected places. The university professor is no more grateful than the little old lady who takes her romance between covers, and who patting you on the arm says "You certainly can find good love stories—I want another just like Patricia Brent," and goes off twinkling and grateful.

There is a type of service possible on the part of the loan assistant which can bring her in touch with the big, elemental things in the world, which can make her a necessary vital part of the life of her community, which can take the place of all the other gifts she foregoes when she chooses to be a librarian instead of anything else in the world. She can, by giving herself with enthusiasm, without stint to her public fill her whole life, not only her working hours, full of the satisfaction that comes of being needed, and she can do it all with the simplest tools. If she loves people and tries to understand their queerness and their differences, and if she loves books and tries to know them, and then if she is willing and ingenious the trick is done. For she can combine her people and her books, and she is presently a very useful person on both sides of the loan desk. From the point of view of library administration in our library we have found that self-determination is a good method of procedure. As far as possible, I believe that in loan work as in all work, a good assistant is a better assistant if she is allowed to do that part of the work which she wants to do. She usually wants to do it because she can do it well, and surely the library profits in two ways by allowing her to follow her bent. It has always seemed fair in the division of the work of a department, to give each member of the staff some certain thing to do which is her own responsibility, where her ingenuity can improve the procedure, where she can enlarge the scope of her usefulness, and above all, where she is responsible first to herself and next to her chief for mistakes. Aside from this work which is her own, the routine of the department should rotate. This varies the monotony of the day's necessary duties, it brings out fresh ideas and unsuspected abilities, and from the library's point of view it is essential that every member of the department should be able to take up the work no matter what happens.

The circulation assistant who knows how her tools are made because she has helped to make them will use them

with more success than could otherwise be expected. The loan assistant knows that the catalog may be a tool, an aid created with the vision of the public in the mind of its maker, or it may be a fetish whose creation is its own excuse for being. After all it is the public for whom catalogs are built as well as libraries, and that vision must penetrate clear thru into the heart of every department of the service, if the loan department is to be supplied with really adequate tools and support.

Of the many things asked of the assistant in the loan department today not all are made from the other side of the desk. The library demands all that she can give of service, of loyalty, of enthusiasm and cooperation. And in exchange for all of herself what may she ask and expect of the library?

In all sorts of work the individual now has a more or less newly recognized right to have and to express opinions concerning those whose duty it is to guide and direct her. There are too many opportunities for selection and choice for one not to know in advance what one may expect of any position. The librarian, who is the leader, has it in his hands to give to the assistant or to withhold those opportunities which will open the way to her highest usefulness.

He is, of course, the directing force behind everything on our side of the loan desk. He must be much more than the mere student, the curator of books, tho he must still be that in addition to other things. He must have clearness of vision, definiteness of purpose, and constructive imagination. He must be the teacher of a vigorous, free, thoughtful next professional generation to carry on existing fine ideals, and he must help in the building of new ideals to meet new conditions. Such a leader will foster in his staff such a spirit of unity and cooperation as is the first need of any successful organization and he will draw out that hidden and sometimes unsuspected best which is within each one of us. The assistant has the right in view of what she gives to ask that her chief shall be one who in return will stimulate a creative spirit in her, who thru his justice, his appreciation, his inspiration will incite individual workers to follow their natural inclination, for in that

way lies the joy of achievement, the sense of development and growth.

It is a dangerous and expensive thing when thru love of books, a library worker falls into the class of book collector. It is so apt to lead one into temptation, the lure of ownership, it has been known to consume funds that should have gone for shoes, lunches, hats and other tiresome necessities. As a substitute, I can recommend to the worker at the loan desk an indulgence much less expensive and quite as fascinating. My collection of rarities takes no room since it houses itself. In never needs dusting or rebinding, and it is full of dramatic interest and unsuspected developments. I recommend to you that instead of collecting books, you collect people. Instead of being a bibliographical encyclopedia of erudition, try the pleasure of being a connoisseur in humanity. If one comes to the work with the public with a constructive curiosity concerning the reactions of the individual with whom one deals, treating these "mere people" as individuals the first step has been made. One who has a mind alert and awake and is a good listener, but able to escape, is equipped to collect and study human specimens. It should be done in a professional or scientific manner, seasoned with a sense of humor and a generous appreciation of the idiosyncracies and vagaries which Providence has permitted to make it possible to live as a member of the human race.

The library living up to its ideals nowadays is probably the only place in the world where distinctions cannot be made between classes and masses because on an intellectual basis it is sometimes impossible to say what is class and what is mass. For the public we serve is alive and vivid. In the library it is usually very free from self-consciousness. We see the disguised parts of people's minds rather naked sometimes. They come to us for the things they want to read, not always for the things they mean to talk about but for the books that will satisfy their own cravings, their lacks. They come to us—grown intermediates, who have never passed their 16-year mental development; men and women whose days are filled with drudgery, starved and cheated of experience in their own lives; people who have no training in relaxation, who do not know how to use that

part of their brain which is not concerned in their work; people who have missed romance, who have not been able to reach out to the real adventure in life; those who are afraid of change, and those whose deadly fear is the monotony of life—and we give them what we can. They do not all live in hall rooms by any means, nor are they all shabby, and it adds to the interest of the game to find how little these human traits are confined by artificial social barriers. Then there is that other type—educated, capable and sometimes much more difficult to serve—people who want the literature of their professions and who delightfully let us help a bit with the literature of their avocations. We profit by charming bits of book talk, keen observations on men and events, scraps of information which can always be used. This public wants two distinct things at our hands, if we are clever enough to show them that we can be used for work as well as play. It includes the business man who comes for a detective story, to put him to sleep or to keep him awake, and who if he falls into the hands of a wideawake assistant, goes off with a book on his business and his hobby or something else as well. A man stopped at the desk one night recently with his arm full of books. "I came here for a copy of 'Treasure Island' for my boy;" he said, "will you tell me what that girl did to me to make me think I wanted all these books?" He was asked to leave what he did not care for, but he could not be separated from any of them. That assistant, I happen to know, was not working for figures to show in the next day's report. She was making an experiment and succeeding. She was finding readers for her books as well as books for her readers, and she was making friends for herself and her library with each successful venture.

Standing at a turnstile or a desk to stamp books need not be monotonous. The question "Have you found what you wanted?" to the borrower passing by can bring real results. It always seems to me a sort of reflection on ourselves when one shows surprise at being asked what it is so obviously our duty to ask. And the answers! There is sometimes a whole O. Henry story in the sentence or two. Sometimes a timid borrower is made bold enough by the hint of friendly interest to try to tell what he really

wants. And the information acquired as to people's motives for coming to the library is really enlightening to those who think they come for books or information.

There are those who tell you frankly that they come to read because the room is warm and bright, or cool and shaded according to the season. Then there is the pseudo-highbrow who thinks she has convinced you that tho she is frivolously indulging herself with a simple nothing by Mary Roberts Rinehart it is as relaxation after Henry Adams and W. H. Hudson.

There is the General Public and there is "me and my friends." That public never can understand what right other people have to read the books she wants. "Well," says one, "I can't imagine who are all these people reading Sinclair Lewis and John Galsworthy, unless it is you library girls. My friend, Mrs. Jones, brought a book back by each of them yesterday and I certainly expected to find them." Sometimes the demands are pitifully vague, and sometimes they are startlingly frank. Self-control and a fairly impenetrable mask are needed, else how could one listen with a straight face to a request from a would-be actress in a Greek pageant for an "intimate biography of Andromache."

They come in the course of the years, all sorts of people and of every nationality, but it is the rare one who fails to respond to what seems to be a personal interest. And the loan assistant who makes it a real interest finds untold return for the smile and the question or passing remark. She is fresher and keener at the end of the day than if she merely found and stamped books, and she is younger at the end of the year. She has tapped unsuspected resources in her own mind. Her sympathy and human understanding have grown beyond even her own imagination. The library has become her library, and the public her public, and when that happens she is well on the road toward the real compensation which is to be found in work, and which can never be measured by salary scales. She knows something of that satisfaction which comes of being needed and used, of being able to do all that it is in one to do. Surely there are not many greater services than to bring the gift of books to men and women, and because of this there are many of us who never care to be anywhere except on our side of the loan desk.

READING OF ASSISTANTS

There seems some doubt as to the original authorship of the phrase "The librarian who reads is lost," but for many years it has been quoted only to be refuted. Numerous suggestions have been made for purposeful reading among library employes. A few typical ones follow.

LIBRARIANS' BOOKS

This plea for the old fashioned librarian who had time to read was delivered before the New York State Library School in 1912 by H. W. Kent. Mr. Kent attended Hamilton College and the New York State Library School from which he received the degree of B.L.S. in 1888. He was connected with the Columbia University Library and the Grolier Club, and since 1905 has been secretary of the Metropolitan Museum of Art, New York City.

Lest you begin to take out your note-books with a sigh, I must assure you at the outset that my title is a false one. I have nothing to say about librarians' books, as they are usually understood, the kind that are used in the everyday performance of tasks, reference books and bibliographies written by learned gentlemen of the cloth; there are many better fitted than I am to reel off pages of such treatises while you wait, and to annotate them for you for a shilling extra. Nor do I mean to talk about the volumes that you ought to read, the histories and the philosophies of your trade. These are all very well in their way, but you know them as well as I do. I shall talk to you of certain books that belong to all of the world of bookmen, booklovers, as well as librarians, certain books that have given me a jolt of pleasure sometime or other, and to which I would in your presence say gramercy.

It was Bishop Whately who wrote, in his annotations to Lord Bacon's essay "Of studies": "We should cultivate not only the cornfields of our minds, but the pleasure-grounds also." I fear me the learned author cribbed this pleasant idea because Bacon himself had said, in the volume the bishop was writing his note for, "God Almighty first planted a garden, and, indeed, it is the purest of human pleasures"; but be that as it may, fortunately librarians do not have to settle such disputes, I shall try to take you for a turn in the

pleasure-ground, the garden of the bibliographically minded, wherein are found the books we cherish, as the lover cherishes his keepsakes, because they breathe of something warmer than duty, something more gracious than work.

You will call me flowery, perhaps, or sentimental. I should not like to have you call me so, but affectionate, if you please, following the lead of that high priest of all good bookmen, earliest of all, pious Richard of Bury, statesman and cleric, who chose to cover his writing "after the fashion of the ancient Romans, fondly by a Greek word, 'philobiblon.'" He it was who pronounced the benediction upon books that has sounded ever since, and that will sound to all time. Though treating of the love of these "minds of profoundest wisdom," these "wells of living waters," these "delightful ears of corn," "golden pots in which manna is stored, and racks flowing with honey, nay, combs of honey, most plenteous udders of the milk of life, garners ever filled," in fewer words, the books of philosophy and religion—he yet found time, amid ejaculations piled one upon the other, to give sound advice regarding practical things. It is not for his pious thoughts, however, nor yet for his sound advice, that we fondly read his book, but for the love he bore his treasures and for the example he set us in what I may call the religion of books. He stands at the head of the long line of book lovers, with his hand extended, as I have said, in benediction upon books, "the golden vessels of the Temple, the arms of the soldiers of the church with which to quench all of the fiery darts of the wicked, fruitful olives, vines of Engardi, fig trees that are never barren, burning lamps always to be held in readiness—and all of the noblest comparisons of Scripture may be applied to books if we choose to speak in figures."

Richard de Bury represents for us the period fast fading away, when men's minds and hearts were full of gratitude for that great invention which God in his grace had given for the understanding of his word and the spread of wisdom. He takes us back to simple monastic days, when there was time to read and ponder the printed book. He gives us an insight into the feelings of those who read those books which we, who can't read them, cherish for the imprints of Gutenberg, Furst, Caxton, and all of the early printers.

We should like to know more of this ecstatic person than is told in his brief biographies, and especially more of his relations to that other collector of his day, great man, and great poet as well, who, if Richard of the English see of Durham stands for the religious love of books, may equally truthfully stand for the secular love of books—Petrarch. There was nothing of the cleric in him! Here we have the scholar, the lover of Laura and the ancients. His descriptions of his books, "companions and nourishment of his repose"—Pierre de Nolhac, who has made Petrarch his own, gives us a charming account of this great personage—his conversations with them as living people, his engrossing search for them express the human man. "Books alone," he says, "give delight to the very marrow of one's soul; they speak to us; they amuse us; they become an intimate and living part of us."

Were I to visualize these fathers of our craft, I should see the bishop in his robes like a saint in one of the painted windows of his own church, rich with dull blues, reds and golds, shedding a soft light, and the scholar in a flaming mead or pleasant landscape, such as Giorgione used to paint, the emblem of the period of individualism. They stand for the fifteenth century: on one hand, the church; on the other, the humanism of the Renaissance. They stand for what Pater, in his essay on Pico della Mirandola, said that that true humanist stood for, "For the essence of humanism, in that belief of which he seems never to have doubted, that nothing which has ever interested living men and women can wholly lose its vitality—no language they have spoken, nor beside which they have hushed their voices, no dream which has once been entertained by actual human minds, nothing about which they have ever been passionate, or expended time or zeal."

I must ask you to turn from them, however, to another bookman, who, if I may carry on my figure of speech, might be likened to one of the velvet-doubleted effigies in Westminster's Islip Chamber, a little dusty, a trifle pompous, perhaps, and clearly self-conscious—Sir Thomas Bodley. We can surely forgive Sir Thomas "that he should not wholly so hide those little abilities that he had," when "it was done in some measure in one kind or other the true part of a

profitable member of the state," and we are grateful to him for his philanthropy, even though it was the result of failure in another direction, for so we may construe his story of his differences with Lord Treasurer Burleigh. The statutes he drew up for the library at Oxford, as well as his life, introduce us to a new kind of humanism—the active direction of the energies towards the betterment of society. In his writings we have the first note of the modern idea of books—differing from the bishop's, whose whole care was for the fraternity; differing, again, from Petrarch's, whose interest lay in himself alone. His care was for all sorts of students forever, "to provide for the indemnity of the library as a treasure to students of incomparable worth." The requirements necessary to this end, as wisely expressed by him, stand to-day as well as they did then. He says: "I found myself furnished in a competent proportion of such four kinds of aids, as, unless I had them all, there was no hope of good success; for without some kind of knowledge, as well in the learned and modern tongues, as in sundry other sorts of scholastical literature, without some purse ability to go through with the charge, without great store of honorable friends to further the design, and without special good leisure to follow such a work, it could but have proved a vain attempt and inconsiderate."

A long period divides this worthy company from the author, to the contemplation of whose works I now invite you, falling into his own style of address, an author approved in a general way by his contemporary—shrewd Horace Walpole—as one who gave correct information generally, but one who indiscriminately dubbed too many *little* persons great. A delightful trait, after all, it seems to me, for it is easy enough to write about the great and famous, but to write of small-fry and give them a chance to habituate after death with those who, in life, outranked them, is a horse of quite a different color. It is just this charming attention to little things and little people that makes John Nichols' "Literary anecdotes of the eighteenth century, comprising biographical memoirs of William Bowyer, F.S.A., and many of his learned friends," together with "An incidental view of the progress and advancement of literature in the kingdom during the last century, and biographical anecdotes of a considerable number

of eminent writers and artists," so delightful. Even Walpole himself would hardly have passed muster to-day, judged by the writings alone. It is, in fact, this very indiscriminate love of gossip, anecdote and the superficial that makes the whole period engaging. After reading Nichols, one is tempted to regret that the day has passed when the "amiable," the "virtuous" and the "highly esteemed" are no longer worthy to be entered in a Who's who. As Nichols remarks, *apropos* of Bowyer, who was a printer "of uncommon eminence, and whose talents were long laudably exerted," "the life of a private tradesman, however distinguished as a scholar, cannot be expected to abound in adventure"; neither, he might have added, can the lives of the multitude of worthy divines and *literati* of whom he speaks.

I should like to dwell upon the literary anecdotes, which, as Mr. E. V. Lucas explains, are not very long, on this particular variety of memorabilia, for if, as the author judiciously quotes in the preface to his first edition, "To preserve the memory of those who have been in any way serviceable to mankind, hath been always looked upon as discharging a debt which we owe to our benefactors," and again, if "it is reasonable that they who contribute so much to the immortality of others should have some share in it themselves," then J. Nichols, Esq., should be immortal, for no one except the makers of dictionaries has given so many estimable gentlemen a chance in this direction as he.

Should you have read that bookman's book, "Over Bemerton's," by Lucas, don't allow this fact to deter you from reading further in the anecdotes. You will find many passages as enjoyable as those he quotes about Sir Hildebrand Jacob, bibliophile and minor poet; or Reverend William Budworth, the schoolmaster, who nearly engaged the young Samuel Johnson as an usher, besides other things too numerous to mention, and an index of four hundred and eighty-three pages! Indexes were coming into fashion just then, and Nichols filled a whole volume with one. He betrays his pleasure in its accomplishments with a quotation from Fuller's "Worthies of England," that, like them, is worthy of being remembered. I shall give it in full:

"An index is a necessary *implement*, and no impediment of a book. . . I confess, there is a lazy kind of learning which is

only *indical;* when scholars (like adders, which only bite the horseheels) nibble but at the tables, which are *calces librorum,* neglecting the body of the book. But though the idle deserve no crutches (let not a staff be used by them, but *on* them); pity it is the weary should be denied the benefit thereof, and industrious scholars prohibited the accommodation of an index, most used by those who must pretend to contemn it."

But lest you weary of our author, let me wind up my account of him with another quotation which you will find in his account of the lazy Dr. Samuel Pegge, whose "manners were those of a gentleman of a liberal education, who had seen much of the world, and had formed them upon the best modes within his observation, but whose style in general was not sufficiently terse and compact to be called elegant," who spent most of his life in visiting his rich and influential friends, particularly those from whom ecclesiastical preferment might come. The quotation applies to Nichols as well as Pegge:

"The greatest honour which a literary man can obtain is the *eulogies* of those who possess equal or more learning than himself. *Laudatus a laudatis viris* may peculiarly and deservedly be said of Dr. Pegge, as might be exemplified by the frequent mention made of him by the most reputable contemporary writers in the archæological line, but modesty forbids our enumerating them."

Is there anything more delightful than the writer who has so much to say that his text will not hold it all, and who, therefore, is forced to drop into notes, marginal and foot, often leaving his text pages behind, almost forgotten, while he takes up some thought or other of which he is reminded, and which he fears he will forget? There is something so eager, so almost breathless in this kind of writing, when well done, that one is carried away, without knowing it, into subjects one would not dare to attack in the ordinary course of reading. Of course, practised as a habit for the display of erudition by some tiresome writers, mere notes are irritating beyond measure. I have never read an analysis of this kind of literature so common in the eighteenth century; indeed, I have never heard of anyone who dared defend it, but peruse Thomas Fragnall Dibdin, D.D., and see if it may not have its charm. Dibdin, like everyone of his time, was a

gentleman, given to association with rank and fashion, and with "a galaxy of intellectual splendor." More than that, he was a learned bibliophile and a veritable master among writers of notes. The annotations which he makes in an easy "that-reminds-me" style, the information that he throws into his margins with a vivacity of manner and an appalling fecundity of knowledge, often lead one to forget the text, sprightly as it always is. His chatty, button-hole kind of way, albeit in the grand manner, leads one to forget the strictures of the careful Mr. Dyce, who would have it that our author "was an ignorant pretender, without the learning of a schoolboy, who published a quantity of books swarming with errors of every description." What of it? There is always a Dyce and others of his ilk, if you want that sort of thing. There never was but one Dibdin, prince among bookmen, by divine right of succession from Grolier, Mazarin and De Thou, and he deserves our affection, faults and all, for producing such books as the "Literary reminiscences," which I commend to you; the Ædes Althorpianæ," with its account of Lord Spencer's treasures, magnificently printed by the great Bulmer; his "Bibliographical Decameron"; his "Bibliographical antiquarian," and "Pictoresque Tours"; and last, but not least, his "Bibliomania," with its account of "the history, symptoms and cure of the fatal disease." Alas! that he who contributed so greatly to the harmless passion should have lived to see its decay. Other days! Other fashions! Upon four of these works, our author tells us, "there was an expenditure and consequent risk of twenty thousand pounds," and he adds: "Perhaps the personal history of literature exhibits not many instances of greater courage and daring. But I was never willing to believe that an unwearied production of works of a *good tendency* could ultimately be overlooked by my countrymen; whilst I felt, and yet strongly feel, that the quantity of *employment* it occasioned, in addition to my own, was a species of patriotism which might challenge the approbation of the wise and the good." To whichever class we belong, we approve you, Mr. Dibdin, and your beautiful books. We look to you as a font of inspiration and a fund of information, whatever Mr. Dyce may say. After reading your books we could wish that we were not quite so *blasé,* that our emotions were a little more easily aroused, and that, like you, we could find

it in our hearts to express as you did our interest in all things bibliographical with sprightliness and grace—even in the eighteenth-century manner.

Speaking of a friend with whom, at one time he had differed, Dibdin says:

"I now consider him only in the light of an intelligent and amiable person—and I throw this flowret upon his tomb (*servet sepuchrus!*), in the perfect spirit of Christian sincerity and benevolence." While I cannot claim his Christian benevolence, I desire to emulate his sincerity, and while I never had any differences with him, yet I desire to throw a flowret upon Mr. Dibdin's tomb. *Servet sepulchrus!*

What a galaxy of great names in bibliography is associated with that of Dibdin! To mention the Roxburghe Club, which Dibdin founded on the evening of the sale of the Valdarfer Boccaccio of 1471 from the library of John, Duke of Roxburghe, alone introduces us to several of the most choice bibliomaniacal spirits. Mr. Baron Boland, at whose home the first dinner was held, and who ordered his butler "to extricate an elongated bottle of Burgundy from dank sawdust and cobwebs in order therewith to celebrate the glories of the coming day"; Mr. Lang, a gentleman of Portland place, "loving books and possessing them in great store"; Sir Egerton Brydges, and George Henry Freeling, Esq., whose "bibliographical petals" were then "just beginning to unfold"; Sir Mark Masterman Sykes "of all men most sensitive and anxious about his book acquisitions"; Earl Gower, Earl Spencer himself; Richard Heber, half-brother of the bishop, whose travels connected with the making of his library, and the library itself upon which he spent upwards of £100,000, whose eight houses, filled with his treasures, and whose famous remark about the number of copies of a book necessary to true enjoyment, you no doubt know: "No man," says he, "can comfortably get along without three copies of each book. One he should have for a show copy, which he will probably keep at his country house; another he will require for his own use and reference; and unless he is inclined to part with them, which would be very inconvenient, or risk the injury of his best copy, he must have a third at the service of his friends." George Isted, who "dabbled with, rather than looked lustily to, the blackletter craft, who buzzed about, rather than settled

upon, the object of his choice, the favorite flower in the book parterre," and the rest. We owe a great deal to the Roxburghe Club, and not the least is a volume dedicated to the Club by an outsider: "Typographies or the printers' instructor; including an account of the origin of printing, with biographical notices of the printers of England, from Caxton to the close of the sixteenth century; a series of ancient and modern alphabets and domesday characters, together with an elucidation of every subject connected with the art." A useful book, indeed, redolent of every sort of interesting things, in itself and by association, in which the author begs "the candid and inquiring reader to draw a parallel between the present state of society and that of the dark ages, in which mankind had so long remained under the arbitrary dominion of idolatry and priestcraft, when the devoted bigots, bound to her iron car with adamantine chains, were compelled to follow in her train; but no sooner did this bright luminary (the press) burst upon Europe, than its brilliant rays, like the meridian sun, not only enlightened and invigorated mankind, but also dispelled the murky cloud which had for ages cemented the bonds of ignorance and superstition." Together, these Roxburghe members make a fine mosaic bibliographical accomplishment, the one depending upon the other. This dependence of one bookman upon another is one of the most entertaining facts about them, and that reminds me of another book, which Dibdin made his own after William Herbert was done with it, the "Typographical antiquities," by Henry Lemoine, being, to quote its title page, an "Historical account of printing in England, with some memoirs of our antient printers, and a register of the books printed by them from the year MCCCCLXXI to the year MDC, with an appendix concerning printing in Scotland and Ireland to the same time. By Joseph Ames, F.R.S., a secretary to the Society of Antiquaries. Printed by W. Faden and sold by J. Robinson in Ludgate street in 1749"! Ames, you will find, if you will consult the proper authorities, was a person of considerable interest, though many grave misdemeanors, bibliographically speaking, were laid at his door by Grase and by our old friend Nichols, who says, in the "Illustrations to the literary anecdotes": "Mr. Ames . . . was as illiterate as one can conceive. I have received many letters from him which are not English, and are full of false spelling;

yet he was a curious and ingenious person. . . He was an independent by profession, 'anabaptist,' whatever that may be, 'but a deist by conversation,' which leads us to wonder if he could have been given to profanity. It is opined that he must have got someone to have perused his book for him; the printer would correct the false English and spelling."

Be that as it may, he had a nice sense of one thing, often lacking in bibliographers, for he tells us that "Gentlemen may be assisted to complete their antient books, which often are imperfect at the beginning or end, by copying from this; for I did not chuse to copy into my book from catalogues, but from the books themselves"! Honest he was, you see, and a trifle spicy. One more quotation, and I am done with Mr. Ames and all the worthies of his time. It is from the *Public Advertiser* of 1759, and reads:

"Last Sunday evening died, after a violent fit of coughing, Mr. Joseph Ames, author of the 'History of Printing in England,' fellow of the Royal Society and secretary of the Society of Antiquaries, for which station he was eminently qualified by an unquestioned genius and assiduous application. His judicious taste in manuscripts, medals and other curiosities, will be submitted to the publick discussion by the large and valuable collection he has left behind him. His amiable simplicity of manner, exemplary integrity and benevolence of social life greatly endeared him to all who had the pleasure of his acquaintance." Lucky we that "He being dead, yet speaketh."

I was minded to speak of certain other books and bookmen—of Isaac Disraeli, the father of Benjamin, whose "Curiosities of literature," "Amenities of literature," "Calamities of authors," and "Quarrels of authors" are the direct descendants of the "Anecdotes" of the preceding period, with an added consciousness, perhaps, and a little less charm, of that wonderful work, "Notes and queries," that paradise of the good book lover, that happy hunting-ground, that thousand-and-one nights of delight, which ought, by divine right, to have an essay to itself; of Spence's "Anecdotes"; of my friend, Mr. Pierre Bayle and his dictionary; of Voltaire, upon all of whom, nowadays, the top shelf's dust too often gently settles, but I shall refrain. There may be better books than these, doubtless there are, but as for me, I like to quote Andrew Lang's

opening stanza of the poem addressed to Frederic Lockyer Lamson:

> "I mind that Forest Shepherd's saw,
> For when men preached of heaven, quoth he,
> 'Its a' that's bricht, and a'tha's braw,
> But Bourhope's guide eneucht for me.'"

Locker himself, though really belonging in sympathy and in enthusiasm to the immortals that lived a generation or two before him, is a bookman's writer, and so is fecund Lang and charming Anatole France and half a dozen others. If we were to enter into a discussion of the French bookman's writers of the nineteenth century, we would find a field so absorbing, so delightful, that no single paper would hold our exclamations. Think of Paul Lacroix, who signed "P. L. Jacob, Bibliophile," to his "Dissertations bibliographique," and his "Mélanges bibliographiques" and many other volumes, who prayed his friends about to sell his library, "Dieu fasse qu'il vous inspire un remorde et qu'il vous engage à rester bibliophile et bibliographe"; of Nodier, of Janin, of Didot the printer, of Barbier—bookmen all, loving nothing more.

It has been said that the reason why men are greater novelists than women (this was long before the suffrage agitation had let in the light) is because of their ability to draw not only individual characters, but to represent the characteristics of whole groups, as, for instance, Charles Reade, in the "Cloister and the hearth," or Shorthouse in "John Inglesant"—the power, in other words, to delineate towns and even countries. In this brief, haphazard and altogether insufficient naming of books, I have endeavored to call to your attention those whose authors, while individual to a degree, do yet represent classes typical of their days. There were certain periods that produced such authors in greater perfection than others, like the Renaissance and the eighteenth century and the early nineteenth century, each period standing for some particular phase of the love of books. The art of book collecting is as old as the hills, the art of book discussion belongs to Dibdin and his friends, while the art of review and of pleasurable dilletantism belong to the nineteenth century, especially in France. What is there, then, for us to do in this highly specialized period of the world's history when books have lost their savor, when authors write

for pay, publishers take no risks, printers have become power machines, and the contemplative reader is no more? The truth is that the love of books does not exist. It has been forgotten that time was when there were no books, the era when the appearance of a book was an event; when to own a book was a sign of cultivation that marked the man in the community; when the sale of a library like that of the noble Earl of Roxburghe was enough to set the whole community a-twittering. We read to-day, of course, just as men have always read—for information, for learning, for pleasure—but we are unconscious of the vehicle—types, paper, illustrations, margins, covers mean nothing to us. We take what the publisher gives us and ask no questions. The editions so cherished by Dibdin and his friends are gobbled up by the rich, who buy them as they buy their pictures and their stock, placing orders with their brokers. Our libraries take no thought for editions. Prices alone concern us. The barrenness, the wholly commonplace state of bookmanship among librarians to-day is due to one thing—there is no real love of books among us. You laugh; you say, "The gentleman draws his bow up to the limit," but it is true. We shall go down to history as the period of philanthropic librarianship, the library soup kitchen.

Let us sing the song of praise for books. Let every librarian keep a little corner of his library for the books of "good tendencies," as Dibdin called them, as an ark of covenant with the high traditions of his calling. Let him go back to the day of the old-fashioned librarianship, when there was the love of books.

SOME ASPECTS OF OUR PERSONAL LIFE

This article, which treats of spiritual and inspirational values, was based on a talk given by Miss Josephine Adams Rathbone, vice-director of Pratt Institute Library School, to the staff of the Trenton, N.J. Public Library. A sketch of Miss Rathbone will be found in Volume V, *The Library and Its Contents.*

It was suggested that I select as my subject one of these: "A Librarian's personal reading," "Avoiding ruts," or "Keeping fit." The divergence of choice piqued me to see if they could be combined something in the way we used to unite incongruities in the old game of dumb crambo, where a word supplied by one player and a question by another were made into a poem that should bring in the word and answer the question.

The secret of success in that game was to find a common denominator. So I looked about to find one that would embrace Keeping fit, Avoiding ruts, and our Personal reading, and decided to take as my theme "Some aspects of our personal life."

To begin with I want to say something that I know many of you will disagree with, but it is my conviction that it is a great mistake to draw the sharp distinction between our personal and our professional life that many people do. I believe that the happiest and the most efficient lives are the most completely unified so that the whole of the man or woman is functioning in work and play alike, where the play is for the sake of the work and the work gives the savor to the play, where the personal reading enriches the professional activities and the day's work develops the individual's capacity for appreciation of the best life can offer outside. I am convinced that the people who pride themselves on keeping their social life and their work entirely apart make a mistake, and that that attitude insensibly erects barriers between them and those they are in daily contact with—diminishes natural human intercourse and tends toward friction.

If, as I firmly believe, all life is one life, the fewer partitions we build in our lives the more abundantly and freely will we live, the happier and the more effective will we become and the more vital will be our contacts. But as a concept our personal life can be considered apart from what for convenience we may call our professional life, and it is to this aspect of ourselves that I want to direct attention—the Personal Life from the standpoint of its effect on our work, for, as I look at it, success in our work is only a by-product of our personal life. For no matter how much natural aptitude we have for our work or how well we have been trained for it, we will put into it vitality, creative thought, sustained enthusiasm, only if our personal life is so organized as to generate them. If our personal life lacks variety of interest, richness of friendship and affection, intellectual stimulus, and spiritual aspiration we will grow dull and drab, and that will inevitably react on our work. Soon it will become perfunctory and stereotyped; we will think the same thoughts day after day and do things in the same way, and then we are in what is called a rut. We lose pleasure in our work and when we cease to get satisfaction we may be pretty sure that we will soon cease to give it.

Now, how can we so organize our leisure, our non-working time, as to give the maximum of health, pleasure, efficiency, wholeness; or in other words, how shall we save our souls alive? Formerly emphasis was laid on the words save our souls; now we realize that the whole point of the question lies in the last word, *alive*.

How shall we keep alive? That is for each of us the supreme question. If alive we shall grow, according to the law of our individual nature; if alive we won't get into ruts, or at least we won't stay in them; if alive we will put life into whatever we do and will get back joy and satisfaction through well-doing of it. We won't keep doing monotonous things over and over in a mechanical way because we will find some way to make them interesting and get benefit or pleasure from them. If mending books be your task you will gain expertness, find out new and better ways of saving the lives of the books and at the same time increase your book knowledge by gaining familiarity with authors and titles, and, by seeing what books are the most worn, you

can get an impression of the popularity of certain authors and certain subjects. All of which will be fitting you the better for work in the circulating department. Never treat books as objects merely; every book that circulates is the product of human thought, experience and labor, and goes out to meet some human need. Feel that about books and you can get something from the most casual handling of them.

But again. How shall we keep alive? Every age has had a different answer to that question and every individual must find his own personal answer. But the thoughtful of this generation agree on certain fundamentals and one of them is health. Far more than ever before do men to-day realize that health is a matter of individual achievement, the result of intelligent effort, not a precarious and mysterious gift that we enjoy, thanks to the doctor's skill. It may be safely said that with due attention to the laws of health, with proper food, sleep, air and exercise, any normal human being can keep fit. Therefore to keep fit is a duty. If you have frequent headaches, if you are always catching cold, if you wake up each day feeling tired, the chances are not that you are over-working, but that you are violating the laws of health or that there is a wrong adjustment somewhere, and it is your business to find out where and how and to re-adjust your life to bring about better results. It may be eye-strain, or too much coffee, or too little fresh air in your room, or too much starch in your food, but whatever it is, set it right and then think no more about it. Luther Halsey Gulick says in "The efficient life" (a book all workers should read, by the way), "There are conditions for each individual under which he can do the most and the best work. It is his business to ascertain these conditions and to comply with them."

For example, the cataloger needs more regular, carefully planned exercise than the circulation department worker or children's librarian, and probably less food, or at least less meat and heavy food. She also probably needs more variety and social life since her work brings her less into touch with people. But all, whatever their work, will be better all days for a few simple, setting-up exercises—five minutes is enough—each morning, just to start the circulation in all the members. So simple a matter as the drinking of water morning and night is of great benefit, and the daily walk to the library even if

only a few blocks can be made of much more value by deep breathing. Wakeful moments in the night can also be ultilized by diaphragm breathing (provided the room is full of fresh air) which aerates the whole system.

So much for the physical basis of our personal life. To be alive we must have a sound body, but the sound body is chiefly of value as the home of a sound mind and as the instrument of a vital, informing spirit. Books and reading are not universally essential to mental soundness; plenty of people have keen minds who get mental stimulus from other sources, but for us librarians the connection is sufficiently close for the sound mind to bring me to my next topic—our personal reading. The librarian is a reading human, he may be lots of other things,—a business man, a good mixer, a good citizen, a churchman, a golfer, a dancer, a politician, a philanthropist, a philosopher, but primarily he is a reader, and if reading is not one of the things he simply has to do (and we all find time no matter how busy to do the things we *have* to do), he ought not to be a librarian at all. So I am not going to take up your time by trying to prove that you all ought to read during your leisure. It really isn't a matter of duty, but of pleasure. If you don't read it is because you don't sufficiently want to, and if you don't sufficiently want to you ought to be doing something else, something which you will enjoy so much that your pleasures will relate themselves to your occupation.

So I will assume that you all read. But are you reading so that you get the most out of it that is possible for you? —the most pleasure and the most power? Does your reading relate itself to your work in any way? I don't mean directly, and I am not now referring to the reading of our professional literature, but do you find that you are passing on to the library public that information or enthusiasm that you get from books? Are you reading with partitions closed, trying to get away from your work, or with mind alert, keen to get something to take back to it? I don't mean that you should not read for your own personal joy and satisfaction,—the more pleasure, the more power I am convinced—but that you should also feel that each book read with joy may be a new point of contact, an experience to be shared.

I am not going to discuss the many possible plans for reading. Librarians and assistants and anyone desiring help

in laying down a plan of reading will find many valuable suggestions already in print.

Nor am I going to suggest any particular books or classes of books that every librarian should read. Librarians differ in their tastes and needs much as other humans do, and in reading as in medicine, I believe in careful diagnosis and individual prescription, but I do want to emphasize this one thing—try to make a vital connection between your reading and your work. If you are working among Italians read up about Italy, its wonderful history, its art, its great men; read stories of life in Italy,—Verga, Fogazzaro, Serao,—that you may have a more sympathetic understanding of the people, their natural characteristics, their civilization, their background. You will be able to help them far better and you will enjoy both your work and your reading vastly more for the connection.

If your contacts with books are largely technical, develop an interest in books as books; find out how they are put together, learn to distinguish machine sewing from hand sewing, sewing on cord from sewing on tapes or over hand sewing; find out why boards are so called. What was the original purpose of those ornamental survivals, raised bands and head bands? Starting with the book as a point of departure, study up the history of printing with the many interesting survivals of the earlier methods of book production. Or take up book illustration and you will find your interest wandering out and embracing all the arts of reproduction, engraving, etching, lithographing, photo-presses—there is simply no end to the variety and extent of the lines of interest that centre in the book. Such interests are organic, they belong to us as librarians.

If you are in the circulation department, get in the way of thinking which of the readers would enjoy the book you are enjoying; read to find out why people like certain authors, and hunt for the same characteristics in other and perhaps better books that may be substituted when the wished-for stories are out. Make lists of such books to keep on hand when inspiration or memory fail. Follow the new movements in literature. Take the drama, for instance. Why are so many people reading dramas today? From what sources of inspiration has come this modern dramatic renaissance? Who are the best critics of the movement? Who are writing the best poetic dramas? Who are the best of the new writers in England,

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Ireland, France, in this country? Such questions as these the assistants in the circulating department should be prepared to answer. Don't be content to charge and discharge books accurately, but watch the character of the circulation, know the kinds of things people want and why. It won't be necessary for you to plan your reading to ensure a fixed ratio of fiction and non-fiction in order to preserve your mind's health; if you read in order that you may be as broadly and sympathetically intelligent as possible in your daily work, you will find that the ratio will take care of itself.

If you have leisure and energy enough to take up a course of study outside, don't select some comparatively unrelated subject as Gothic architecture or lace making, but select something in which you have felt yourself deficient, some subject that will increase your book knowledge, some language that you can use in your work. You will be repaid by the intensification of interest on both sides, for the thing works both ways.

It is because it is so widely related that librarianship is so fascinating an occupation, so splendid a calling, and if we give ourselves to it freely and generously we will have, each one of us in our special department of it, opportunity to build a life that shall be rooted in our work and that shall be varied, rich and full of interest.

SALARIES

The question of library salaries has ever been a vital one among the workers, but only since the World War has it greatly disturbed librarians or boards. The numbers of applicants ready and eager to work for any sum, however meagre, could hardly be expected to act as an incentive to salary increases, and any dissatisfaction which may have been felt by assistants was murmured rather than outspoken. We have already mentioned the radical changes effected by the war. With increasing numbers of resignations and few or no applicants to fill the resultant vacancies, it became obvious that only definite increases in salary would hold together staff organizations. The articles included in this section indicate the seriousness of the salary situation as experienced in various localities, and some proposed remedies.

LIVING SALARIES FOR GOOD SERVICE

That the size of the budget should determine the number of the staff is the drastic suggestion of Mr. Henry, who holds the chief librarian responsible for the meagre salaries paid to subordinates.

William E. Henry was born in Indiana and was graduated from the Indiana State University in 1891, becoming an instructor in English in his university and afterwards state librarian of Indiana until 1906. At that time he was appointed librarian of the University of Washington, at Seattle, which position he still occupies.

For some years I have wished to make comment upon the question of salaries for librarians serving in the lower ranks. Two articles have recently appeared upon this subject, giving a basis for such comment: "Meager Salaries" in *Public Libraries* for January; and the article by Miss Herbert of the Washington City Public Library, in the *Library Journal* for February.

The latter article furnishes in a most admirable fashion the facts of a large experiment. Miss Herbert has set forth her facts and experimental tests after the style of a Ph. D. thesis, but more interestingly. We cannot fail to appreciate, nor can we question the results of her investigation. It is recent and covers an unusually large number of individuals, and her generalizations are logical. I wish she might have elaborated more fully the causes of the conditions, but she did set forth the one vital point, and the singleness of the finding may burn into the minds of the chief administrators of libraries and possibly of trustees, if they have their attention attracted to it. We need not appeal to the great mass of librarians—they know it too well. There is no hope of reaching the public—the masses of the people, the tax payers—they are too numerous, too unorganized, too widely scattered, mostly too unappreciative.

"Meager Salaries" does not furnish the material for generalization, but the writer, in my judgment, does strike the most vital single cause of the very inadequate financial compensation of the librarians in subordinate positions, especially below heads of departments in the larger libraries. The chief librarians in most of our larger libraries are fairly well paid, tho none can hope to leave a fortune or an estate from his salary alone. I make no plea for them, but I do want to place upon them as a class (but not every individual) much of the blame for the meager salaries paid to many of their subordinates, and especially the younger ones who have good preparation and are doing successful work.

It would be too harsh to accuse some of the chiefs of consciously "exploiting" the younger persons for selfish ends—their own glory, that is the reputation of giving a certain municipality excellent library service on an "economic" budget. We cannot on any moral grounds, and ultimately not on economic grounds, justify a librarian for offering a young woman five or ten dollars less per month because she is fortunate enough to have family or home relations in the town where she is wanted to serve in the public library. This is virtually robbing the young woman of a portion of her salary to serve a city where the people are too penurious or too thoughtless to pay for what they receive. This encroaches upon the morals of both parties to the contract. I know of no library of any importance where the public cannot amply afford to pay a living salary for good service. If there be such a locality, then let it do without the service. When we get what we are not able to pay for, it is charity; when we get what we can, but will not pay for, it is robbery. We cannot afford to rob a "working girl" to give service to the well-to-do.

The public must ultimately know this, but it must be taught by the librarians through the board of trustees. The chief librarian must lead the movement for better salaries. He must say to his board, "You need twenty or fifty (as the case requires) persons on the staff to give you good service, the budget you have set apart for salaries will pay ten or twenty-five fair salaries. I am willing to select the best prepared persons I can secure for this budget; we shall give you the best possible service that this amount of money will purchase; beyond that you must curtail your wants and curb

your ambitions." If our chief librarians would adopt this attitude, the library salary problem would be easily solved and this attitude must be made clear first to the trustees and then to the people. Incidentally this is the Golden Rule, for it is what all of us would wish if we were in the lower positions. I heard a librarian once boast that he paid most of his assistants $35.00 per month. It would be useless to discuss the type of people he had.

It is nonsense to talk about a $35.00 or $50.00, or $60.00 profession; there is none and there is no professional spirit in one who will endorse or maintain such an attitude. If I need two persons to assist me in my business, but have funds to employ only one, I should be stupid indeed to expect the second person to offer his service and divide the compensation simply because I have not money to employ the help I want and need. Miss Herbert has given us a fine example of what we may expect and what we very justly deserve, whether it be Congress or some other thoughtless and unappreciative group that wants something for nothing which is responsible for the condition. In Miss Herbert's experiment, 249 application blanks were carried away, showing that number of intelligent young women theoretically interested in and desiring to enter our so-called profession; twelve applications were filed. Two hundred and thirty-seven, or approximately ninety-five per cent of these young women, measuring the princely sum of $45.00 or $55.00 per month against the necessity of a decent living—food, clothing, shelter, amusements and recreation, found it impossible and withdrew from the contest. One cannot get an $80.00 or $100.00 living for $45.00 or $55.00 and still be moral and self-respecting. Eight took the examination and ninety-five per cent failed. By this evidence who were the eight out of the original 249 who took the test? Evidently the most stupid or least prepared. A sad spectacle that public library salaries appeal to only the most stupid, dull or unprepared.

This is the type of persons that a meager salary will attract to any trade, business, or profession, with the rare exception of the occasional individual who is so bent upon doing what she likes that nothing short of absolute starvation deters her. In financing the war we have shown such tremendous resources of wealth, such freedom of gift and loan that it

is clearly apparent that we have ample funds to do what we really care to do, and that our people will not in the future work for inadequate pay simply because the public protests its poverty, i. e., wants service without compensation. I am glad it is so. We must be able to pay for what we want or we must, in the language of Emerson, "Be rich enough to do without" or accept the third alternative and accept plain charity. If we do the latter, we should not expect that charity to be supplied by young women who must earn a living.

When I kindly offered to one of our graduate students in the Library School an opportunity to get experience plus thirty cents an hour by service in the circulation department, she replied: "I should be glad to do the work, Mr. Henry, but I am now working in a high class candy store and restaurant the same number of hours as you propose, and I am now receiving $55.00 per month, and my meals, and I must make a living." I was offering her a service that would have paid her $26.00 per month. I could offer no more, as prices are fixed by higher-ups. I felt personally and professionally humiliated, but the girl and her service were glorified for her ability was appreciated and her service honored. I agreed with her that she *must not* accept my offer. I want no one to work in the library service for a penny less than she can get in other honorable and agreeable service.

If we are to stand for a profession and if we are to demand well prepared people such as must be the body of every profession we must stand for financial compensation commensurate with good general education, plus added professional training and experience. In supplying a staff we must insist that the size of the salary budget fix the size of the staff rather than that the work that ought to be done shall fix it. Our best basis for judgment for salaries in library service is the salaries of high school teachers, for the educational requirements are usually about the same. In my own staff, however, below the Assistant Librarian there is not one getting a salary equal to the lowest paid high school teacher in the Seattle Schools. Every member of my staff is a college graduate and all but one is a graduate of a reputable library school. These librarians work eleven months per year and the teachers nine and a half months. The library salaries

range from $900 to $1200; the high school salaries range from $1320 to $1950.

There are three ways out of the difficulty of library salaries:

1. We can grade our salaries to the standards of stupidity so that only the stupid, dull, incompetent, will be attracted. Unthinkable, of course, yet that result came as per Miss Herbert's testimony.

2. We can increase our salaries to decent living possibilities commensurate with adequate preparation and this through official action of boards and librarians without external pressure. "Don't buy what you can't pay for" is the doctrine which alone will succeed.

3. Our people can unionize and change our standards from a profession to a trade and force the hands of the employer. This will move us back of 1876.

Which way are we going to adopt?

RECRUITING A TRAINING CLASS

The author, Miss Clara W. Herbert, calls this paper an "Experience and Some Reflections Thereupon."

A sketch of Miss Herbert is included in Volume II, *Library Work with Children.*

To keep the home libraries going during the last year has required everywhere much ingenuity, affort, devotion and loyalty, but perhaps nowhere so much so as in the Washington Public Library where Uncle Sam proved an irresistible Pied Piper, calling away from us many of our best workers. Nevertheless, we consoled ourselves with the thought that it was a wartime condition and that every other branch of service and form of business was equally hard hit. Then came the armistice and the closing of many of the government war work bureaus with the consequent freeing of young women. It seemed as if the golden moment for recruiting a new training class had arrived.

The selection of twelve to fifteen candidates for the class at a time when hundreds of young women were available seemed a simple matter. It would be necessary only to get the information in regard to the opening before these women and then we could select at will preserving as high standards as we chose. Alas for our dreams!

Our publicity campaign was complete. A paid display advertisement rivalling in size the painless dentistry ones, ran five times in a leading newspaper, news items appeared in all the newspapers, welfare workers were informed, clubs of women war workers were addrest, notices were bulletined. The response was overwhelming. Four or five hundred young women, most of them efficient and well educated, flocked to the library for further information. There was a steady stream of inquirers from nine in the morning until late in the evening and sometimes as many as twenty to thirty awaited interviews. Every effort and unstinted time were given to placing before the applicants the advantages of library work, the desirability of residence in Washington, the facts that the course was free and

a good investment against the time when the opportunities for work for women without special training would not be as great as at present. And the results! 249 took away application blanks, 12 were filed, 8 took the examination and 1 qualified. There was no lack of interest in the work; in fact there was much enthusiasm expressed for it. There were many statements that "it is the work I have always wanted to do." There was no objection to giving the time for training; that was universally expected. The schedules, even the thought of night work offered no deterrent. There was, however, a general appreciation of the fact that to keep body and soul together costs money and that the initial salary at the completion of the training would not cover that cost and that the range of promotion did not justify the investment in the end. I felt like the king of France who "with forty thousand men marched up the hill and then marched down again." For twenty-one days of continuous interviewing I had nothing to show. Nor was the lack of results the only discouraging part of it, for I was left with a vision of a vanishing procession of well educated, well trained, glowing youth, youth with "pep" and ability and enthusiasm. Ours, if we had but the price! With these young people bringing in new ideas from the various parts of the country and from the various colleges what valuable work the library could do in the period of reconstruction when if ever the library has a distinct contribution to make to the community and to the nation. We need the best now as we have never needed it before.

The experience had another side, one which I had not encountered in recruiting previous classes. In other years the fact that the library was not a commercial enterprise appealed to persons with the desired intellectual qualities and professional spirit who by upbringing and temperament shrank from the competition of business. This year this unconscious and probably false delicacy was absolutely absent and money considerations were frankly the determining ones, spoken of unblushingly and as a matter of justice. More than that, there was a tendency to put the library in the position of justifying itself. One felt like an unscrupulous employer of child labor being grilled by a social service investigator. Again, there was a new note of distrust of the value of the work if it was so poorly compensated. If the library could pay only $55 a month for a beginning salary ($45 when the war increment ceases

in July) then the work must be of a simple mechanical character requiring small attainments.

At the same time that these young people came and went, I was reading professional sentiments of this order:

From an editorial in the December LIBRARY JOURNAL:

"Peace with victory and the end of the war bring to all America and not least to the library profession, new responsibilities in a new world order. In no war, in no era of the world has the work of the mind, intellectual achievement come into such supremacy as in this war period."

From the letter of Miss Bascom in regard to children's year publicity thru the library:

"Not least among these forces is the library, by its very nature a constructive, educational power in the community, but more than that. Since the Baby Week and Food Conservation campaigns, if not before, it has become a socialized, reforming agency. The librarian walks hand in hand with the teacher, the mother, the doctor and nurse, and works in close co-operation with the other agencies for betterment of conditions in town, county and state. Certainly without her no important work for the child can be effectively and permanently established."

And the quite thrilling words of Tomus in Mr. Yust's presidential address indicating the supreme opportunities of the book.

Apparently the profession is quite aware of its past responsibilities and the enlarged ones ahead of it in the rebuilding of the new world. And we doubtless recognize that the whole scope of professional activity depends upon the personnel, that without education, experience, bigness of personality, the work will be only half accomplished. But are we equally aware that such personnel now depends upon a just and adequate salary scale? The salaries in this library are fixed by Act of the Congress of the United States, but as far as I am informed they do not vary greatly from the general scale thruout the country.

My recent experience has burned into me several conditions:

1. That there is available at a *reasonable* rate of compensation a personnel which would bring into library work at this time a solid background of education, enthusiasm and breadth of view which would energize all the activities of the library and make of it the force in the community that it should be and which we complacently claim that it is in spite of the fact

that appropriating bodies perennially indicate to us that it is still one of the least considered institutions.

2. That to get adequate salaries to attract the right personnel means seeing things in a big and impersonal way. These are the days of big things and to the business sense of appropriating boards, work compensated at $540 a year is not on the horizon at all.

3. That any chance of getting adequate salaries depends upon united A. L. A. effort and not upon each city's wringing it from its reluctant appropriation body. We have learned from the war how to do things on a nation-wide scale. Let us "hold on to that," too.

4. That we should adopt as a standard that at least one half of each library staff should have a college education or a substantial equivalent and a year at a library school. For libraries which claim to be educational and professional institutions to be largely in the hands of high school girls with training class preparation, no matter how good the course may be, shows no real grasp of what the library should be and do in the community.

5. That we should have faith in the community's fundamental belief in education and act in accordance with that faith.

It is true that teachers as well as librarians have been and are shockingly underpaid but should the whole fault be laid at the door of appropriating boards? Does not the fault lie partly with the teachers who have accepted the salaries, forgetting in their unselfish enthusiasm that the children suffered as a consequence of their financial anxieties, and partly with the administrators who are professional men not in the habit of dealing with large business affairs? But whatever the cause, the free educational system of America is the pride of every American's heart, and if we professional people had on the one hand faith in the righteousness of the cause of adequate salaries as a prerequisite for the best work, and on the other hand the wit to know that the American public, looking as it does for good service and impatient of poor service, is willing to pay and appreciates in proportion as it does pay, we would wholeheartedly wage a national campaign for the more honorable support of our educational institutions. We should be successful, and we should then be in a position to build up these institutions in a way that would honor the America that we love.

MINIMUM SALARIES FOR LIBRARY ASSISTANTS

A committee was appointed by the A.L.A. to investigate the salary situation, and at the Chicago meeting of the Council in December, 1922, presented a thorough and constructive report. The members of the committee were Franklin F. Hopper, Elizabeth M. Smith, Mary Kobetich, Sydney B. Mitchell, and Charles H. Compton, chairman.

In the last annual report of the Salaries Committee it was suggested that a discussion of Minimum Salaries by the Council would be interesting. At the Detroit meeting of the Council it was voted "that the Salaries Committee report a minimum salary for discussion by the Council." Accordingly the Committee offers the following resolution:

The American Library Association believes that adequate salaries must be paid to librarians and library assistants if the Public Library is to hold and develop its place as an important educational agency.

It believes that a library assistant with a college education and one year of training in library school should receive not less than $1,620 a year as a beginning salary; that an assistant with less than a full college education and with one year of training in library school should receive not less than $1,380 a year as a beginning salary; that an assistant with only a high school education and one year of training in a library training class (with courses of instruction which approximate those of library school) should receive a beginning salary of not less than $1,200 a year; that an assistant lacking library school training but having had equivalent training or experience in well-managed libraries should receive the beginning salary of the class whose requirements are most nearly equalled by the length and character of experience.

Higher minimum salaries should prevail in cities where the cost of living is above the average and in positions demanding considerable responsibility.

Library salaries in every city and state should be adjusted to meet competition of business, teaching and other vocations especially in that city and state, to the end that more well-qualified persons may be attracted to library work.

The Committee bases the recommendations in the resolution upon salary statistics recently collected, salaries paid to graduates from library schools in 1921 and 1922, budgets of assistants in representative libraries and upon a comparison between school and library salaries.

Salary statistics for large public libraries appeared in the November *A. L. A. Bulletin.* The figures given here are from this, with several libraries added whose names do not appear on the printed list. The lowest beginning salary in these large libraries for assistants with a minimum of six months library training was $660; the highest beginning salary, $1,680; the average, $1,075. Twenty-three of the thirty-five libraries paid a beginning salary less than $1,200; twelve paid $1,200 or more.

Salary statistics of thirty medium sized public libraries will appear in the January *A. L. A. Bulletin.* The lowest beginning salary for library assistants in these libraries with a minimum of six months training was $600; the maximum, $1,380; the average, $963. Only two paid a beginning salary of $1,200 or more.

The following information was requested from fourteen library schools regarding salaries received by graduates of one-year courses for the years 1921 and 1922: Minimum beginning salary; Maximum beginning salary; Average of beginning salaries. The same information was requested for graduates of two-year courses, which was supplied by two library schools having such courses.

It was stipulated that in giving minimums and maximums and in computing average salaries, graduates who had had more than one full year's library experience before entering library school should not be included. This, of course, was necessary as what the Committee is trying to arrive at is a fair beginning salary for library assistants. Many enter library schools after having had a number of years of library experience and their salaries after leaving the library school are not beginning salaries and would have no bearing on the problem before the Committee.

Answers were received from thirteen library schools. One of these did not eliminate salaries of graduates with previous library experience and, accordingly, has not been included except for graduates of the two-year course. The figures collected from library schools show the following:

Of the graduates of 1921 the lowest beginning salary was $900. In seven schools the lowest beginning salary in each was less than $1,200; in five schools the salary was $1,200 or more. The highest minimum salary was $1,229. The average minimum salary, $1,108.

In 1922 the lowest beginning salary was $900. Of four schools the lowest beginning salary in each was less than $1,200, leaving eight in which the lowest beginning salary was $1,200 or more; the highest minimum salary in any school being $1,229. The average minimum salary was $1,157, an increase over 1921 of $49.

In 1921 the lowest maximum salary was $1,400; the highest $1,900. In two schools the maximum salary was less than $1,500. In ten schools the maximum was $1,500 or more. The average maximum was $1,619.

In 1922 the lowest maximum was $1,380; the highest, $1,920.

In three schools the maximum was less than $1,500. In nine schools the maximum was $1,500 or more. The average maximum was $1,655, an increase over 1921 of $36.

In 1921 the lowest average in any school was $980; the highest, $1,550. Eleven schools had an average of $1,200 or more. The average of all schools was $1,303.

In 1922 the lowest average in any school was $1,002; the highest, $1,465. Five schools had an average of $1,400 or more. The average salary of all schools for the years 1921 and 1922 in the one year course was $1,316.

The average salary for the years 1921 and 1922 for graduates of two-year courses with college requirements for entrance in two library schools was $1,818.

Teachers' salaries offer the best comparison with librarians' salaries in a report of this kind. We have selected for purposes of comparison the minimum salaries of teachers in elementary, intermediate (junior high) and high schools. Salary schedules are commonly made out on the basis of grade taught rather than of qualifications; and comparison is, therefore, not easy to make. Further, in many of the larger cities experience is a pre-requisite to appointment, so that schedules submitted are not beginning salaries in the sense used in the research of the Salaries Committee.

We have added, because of probable interest, a statement of maximum salaries and number of years required to reach the maximum.

Altho practically all salary schedules now make a marked distinction between the salaries for elementary, intermediate and high school teachers, a movement is under way to break away from this situation and to adopt a "single salary schedule" wherein all teachers of equivalent training and experience are paid the same salary. Denver has such a schedule and the cities starred in Table I are among those mentioned in the N. E. A. Research Bulletin as having schedules involving some of the principles of the single salary schedule.

A single salary schedule would be of much more value for purposes of comparison with library salaries than the schedules submitted in Tables I and II. We are, therefore, adding Table III from E. S. Evenden's, "Teachers' Salaries and Salary Schedules in the U. S." It was prepared in 1919.

The Committee has collected budgets of personal expenditures of forty assistants in thirteen libraries as follows: New York, Brooklyn, Chicago, Boston, St. Louis, Minneapolis, Indianapolis, Washington, Louisville, Atlanta, Syracuse, Cleveland and Los Angeles. The group includes some large and some smaller libraries located in various parts of the country. Three duplicate questionnaires were sent to head librarians in these cities with the request that they be filled out by assistants preferably those receiving the beginning salary of the trained staff and not living at home. This, of course, was not possible in all cases. The salaries of the forty assistants vary from $750 to $1,680. The following items were included in the budget: Board and room, clothing, health, recreation, savings (including insurance); all other.

It is probable that for some of these items the figures supplied are approximate rather than exact. However, the cost of board and room is undoubtedly correctly given and for our purpose is the most important item of the budget. Of the forty assistants reporting, six were living at home.

TABLE I

Minimum and maximum salaries of teachers in 15 selected cities 1921-22*

City	Elementary teachers Min.	Years to reach max.	Max.	Intermediate (Junior High School) teachers Min.	Years to reach max.	Max.	High School teachers Min.	Years to reach max.	Max.
Atlanta (white)	1056	3	1536	....	....	....	1572	....	2142
*Birmingham	1000	8	1800	....	....	....	1250	8	2250
							Men		
Boston	1200	....	2000	....	....	....	1980	....	3276
*Chicago	1200	9	3000	....	....	....	1600	12	3400
*Cleveland	1200	....	2880	1350	....	2700	1500	14	3600
Detroit	1500	5	2000	1700	5	2600	1700	5	2600
Indianapolis	1200	9	2000	....	....	....	1500	10	2800
Los Angeles	1400	....	2000	....	....	....	1800	....	2600
							Women		
Louisville	1200	....	1550	....	....		1300	8	2100
							Men		
							1600	....	2550
Milwaukee	1200	12	2400	....	....	....	1600	10	3600
Minneapolis	1200	8	2000	1200	13	2500	1400	12	2550
New York	1500	9	3250	.. ..	.. .	....	1900	12	3700
Seattle	1500	....	2100	....	....	....	1800	10	2400
				Men					
Syracuse	1150	8	1750	1600	....	2650	....	....	....
				Women					
				1250	....	1950	1350	8	1950
Washington	1200	10	1600	1200	10	2240	1440	8	2240

* From N. E. A. Research Department Bulletin 1.

TABLE II

Median minimum and maximum salaries of teachers in the U. S., 1921-22*

	Elementary teachers				Intermediate (Junior High School) teachers				High School teachers			
	No. of cities reporting	Minimum	Years to make maximum	Maximum	No. of cities reporting	Minimum	Years to make maximum	Maximum	No. of cities reporting	Minimum	Years to make maximum	Maximum
Cities with a population over 100,000	59	1200	8	2000	27	1450	10	2400	54	1500	8	2400
Cities between 25,000 and 100,000	136	1000	8	1600	70	1200	8	1835	127	1400	8	2150

* From N. E. A. Research Department Bulletin 1.

TABLE III

Suggested standards for salary schedules of teachers for cities of a population of 25,000 or over (excluding heads of departments, principals, special supervisors, who are assumed to have experience before reaching these positions).

Amt. of prof. prep.—Teachers	Min. sal.	Annual increases	Max. sal.
Normal diploma (6 years study beyond 8th grade).	1200	6 of $100	1800
A. B. degree.....	1400	10 of $100	2400
A. M. degree.....	1600	10 of $100	2600
Ph. D. degree.....	2000	10 of $100	3000

Of the fourteen assistants receiving less than $1,200 per year, (several of whom were living at home and paying a nominal price for board and room) ten do not live on their salaries but receive aid from their families or earn additional money elsewhere. Of the thirty-four not living at home, seven were paying less than $600 per year for board and room. Ten were paying between $600 and $700; ten between $700 and $800; three between $800 and $900 and four, $900 or more. It is interesting to note that these four were in New York, Chicago, Brooklyn and Boston. In fact the average cost for board and room as given for these cities was $783, being $782 for New York, $779 for Brooklyn, $760 for Chicago and $811 for Boston. This, as is shown below, is a cost of $79 more than the average for the cities as a whole. The average cost of the forty assistants for board and room, including those living at home, was $644. Of the thirty-four assistants not living at home, the average cost was $694.

The average cost for clothing was $240; the lowest, $120; the highest, $400. Seven spent less than $200; twelve, $200 to $250; seven, $250 to $300; eleven, $300 to $350.

Of the cost for health, five of the forty had no expense for the past year. The maximum expense was $100; average, $39. Necessarily health would be an item for which the expense would be uneven from year to year.

For recreation, four reported that they spent nothing. The maximum given was $300; average, $79.

For savings, fourteen saved nothing. The maximum saved was $318; average, $101. Of the fourteen assistants receiving less than $1,200, only four had any savings. Two of these were living at home; of the other two, one earned money

elsewhere and the other received money from her family much in excess of the amount saved.

A few budgets are given here with notes which the assistants added:

Assistant. Salary, $1,020

Annual expenditures:	
Board and room	$720
Clothing	200
Health	60
Recreation	10
Savings (including insurance)	—
All other	30
Total	$1,020

It is necessary that I do my sewing. Also laundry, which means that I do not have time for study, reading or other means of recreation.

Assistant. Salary, 1,080

Annual expenditures:	
Board and room	$900
Clothing	225
Health	25
Recreation	25
Savings (including insurance)	—
All other	65
Total	$1,240

Received help from family. No girl can live on $90 a month and have any comforts or pleasures unless she lives at home or receives financial assistance other than her salary. Impossible to save.

Assistant. Salary, $900

Annual expenditures:		
Board and room, a month	$35	
Lunch, a month	5	
		$480
Clothing		160
(Cannot be done unless one makes one's clothes one's self.)		
Health—		
Dentist	$17	
Examination	5	
Nose and throat treatments	76	
		98
Recreation (invitations)		—
Savings (including insurance)		40

All other—		
Laundry ($6 a month)	$72	
Cleaning clothes	12	
Toilet articles	8	
Carfare	51	
Postage	12	
Gifts	10	
		165
Total		$943

Deficit ($43) has been covered partly by translation work for Chamber of Commerce and partly by loan.

Assistant. Salary, $992

Annual expenditures:	
Board and room	$780
Clothing	120
Health	—
Recreation	—
Savings (including insurance)	—
All other	92
Total	$992

The above is a statement, as nearly accurate as possible, of my expenditures by the year of my present salary. Savings there are never any, and if I have any recreation it must come out of the amount allotted for clothes, or from amount earned by working holidays; or by cutting on meals. I have been fortunate enough not to have any doctor's bills so far. This is mere existence as you see and had I not come into the system with a fair supply of clothes I don't know how I could have existed.

Assistant. Salary, $1,229

Annual expenditures:	
Board and room (including laundry)	$700
Clothing	300
Health (dental bills only)	25
Recreation	60
Savings (including insurance)	60
All other	84
Total	$1,229

This was accomplished by doing co-operative housekeeping with one other librarian intent on the same economy. The laundry was mailed home, so my only expense for this was the parcel postage. We allowed ourselves $5 a month for recrea-

tion and attempted to save an equal amount. A dentist's bill was fortunately my only need of expenditure for health, as there was no margin left for the expense of prolonged illness. All other expenditures were necessities, including carfare and incidentals.

A fair minimum budget for a library assistant is pretty difficult to determine. In *Library Service* for January 1, 1920, an "estimated minimum salary budget providing for a reasonably care-free and worthy existence" given for Detroit is as follows:

	Yearly
Rent	$360
Food	500
Personal hygiene	120
Clothing	350
Carfare	54
Health	60
Social recreation, $3 monthly; vacation, $4.16 monthly	86
Benevolence, gifts	36
Professional dues, training and conventions	60
Savings	—
Total	$1,626

The cost of living in January, 1920, over July, 1914, had increased 90 per cent according to the National Industrial Conference Board. The increased cost of living from January, 1914, to October, 1922, was 57 per cent. The cost of living, according to the latest reports of the National Industrial Conference Board is at the present time increasing, the increase from September 15th to October 15th being one per cent. Professor Irving Fisher predicts that prices will again advance to high levels, altho not as high as were reached following the Armistice, and that thereafter a slow decline will begin but that our country will not return to the pre-war level of prices, at least for many years.

In the report of the Salaries Committee of the Pacific Northwest Library Association, published in March, 1920, "estimated yearly budgets" for Portland and Seattle are given. They are as follows:

	Portland	Seattle
Rent	$240	$180
Food	420	480
Clothing	228	180
Health and hygiene	60	60
Carfare	36	42
Social recreation and vacation	96	100
Benevolence, gifts	24	50
Professional dues, training and conventions	6	12
Insurance and savings	90	96
Total	$1,200	$1,200

A great many family budgets have been worked out, but little attention has been given to budgets of unmarried women. Ellen H. Richards in "The Cost of Living," published in 1905, gives an itemized statement of the cost of clothing for a student of Chicago University with a total of $180.50, being the average for four years. She states that with this budget most of the sewing was done at home.

Shoes	$8.60
Gloves	8.75
Hats	17.00
Underwear	19.50
Shirt-waists	11.10
Odd skirts	12.28
Tailored suits	31.25
Storm garments	8.25
Evening gowns	13.70
Fancy waists	12.00
Summer gowns	7.25
Furs	6.50
Extras	24.32
Total	$180.50

The cost of clothing has increased 57 per cent since July, 1914, which would make the above articles cost $283.39 today. This is not taking into account that clothing cost less in 1901 to 1905 than it did in 1914.

The Committee will not attempt to lay out a complete budget but from the facts presented it would seem that is is not possible to obtain satisfactory board and room at less than $600 a year. The Minneapolis Public Library stated that it would not recommend to any assistant a place that charged less than

$10 a week for room and two meals a day. The Salaries Committee in its report of 1919 found that the average cost of board and room in one hundred and twenty-five cities was $49.50 a month.

The minimum for clothing should probably not be less than $250. The lowest beginning salary recommended is $1,200 and if we deduct $850, the total of board, room and clothing, we have a balance of $350, which certainly does not seem excessive to meet all other expenses. As has been stated before, of the assistants making reports those being paid less than $1,200 and not living at home were receiving money elsewhere in order to meet their expenses.

The last paragraph of the Resolution states that library salaries should be adjusted to meet the competition of business, teaching and other professions. It should be understood that this does not mean necessarily library salaries should equal those paid elsewhere. There are without doubt compensations in library service outside of salary, such as stability of position, more congenial and probably more interesting work than in many other vocations. If library work can be made so attractive that a sufficient number of persons of equal ability as those entering other vocations are ready to come into the library profession, well and good. We are then meeting competition. That we are doing this today, certainly no one will maintain.

In his delightful book "Memories and Notes of Persons and Places" Sidney Colvin, when connected with the British Museum, relates a conversation with Gladstone, in which the Prime Minister said: "I for one would never be a party to increasing the salaries of you gentlemen of the British Museum, for a more delightful occupation I cannot conceive." It would seem that we have been depending largely upon our "delightful occupation" regardless of salary to attract a sufficient number of qualified recruits. No matter how delightful we may think our work, certainly it is not sufficiently attractive to gain for the profession at present salary standards a sufficient number of well qualified persons. At the present time there are being taken into the service:

(1) Some, all too few, who are really fitted for library work.

(2) Many who are young, without adequate preliminary education and library training. Many of these, fortunately, drop out. Their work is never satisfactory and the weakest of them are likely to hang on because they can get more in library work than they could elsewhere. They are the problem of every librarian. Often when a promotion is to be made for a higher position, there is no one to promote because we did not get the right material at the beginning.

(3) Many come into library work on a purely temporary basis because they want something to do and library work will do as well as anything else for the time being. Such assistants come and go. Every day there is a new one appointed for one resigning, whose length of service is numbered in days rather than months or years. The cost of labor turnover in library service would make a report in itself. That it is tremendous cannot be gainsaid.

We often speak of building up a library. It is as if a man should decide to build a building of permanence and should advertise for carpenters and other skilled workmen offering much less than the current rate of wages. Perhaps he would secure a few men who would work because they enjoyed building but most of his workmen would be unskilled and temporary. There would be many delays, many haltings in the work and many weak spots in that building. We, as librarians, are trying to build an institution for all time and one thing that makes the building progress so very slow is the fact that the workmen, many of them, are not librarians at all. They have no natural aptitude for the work. They lack sufficient general education and adequate professional training.

The committee does not base its recommendations upon any of the arguments commonly used for a living wage, altho our libraries are full of reports roundly condemning business concerns for using the argument that their employees live at home and do not require a living wage. The Committee bases its argument upon the need for attracting more well-qualified persons to the profession and it is recommending minimum beginning salaries which, it is believed, will help to this end.

COMPARISON OF QUALIFICATIONS, TRAINING, DEMAND AND REMUNERATION OF THE LIBRARY PROFESSION WITH SOCIAL WORK

This article affords a comparative survey of requirements and salaries in library work. The author, Mr. Charles H. Compton, was born in Palmyra, Nebraska, and graduated from the University of Nebraska in 1901. He attended the New York State Library School and was librarian of North Dakota University from 1908 to 1910. He was reference librarian in the Public Library of Seattle, Washington, 1910 to 1921, when he became assistant librarian of the St. Louis Public Library. He was first vice-president of the A.L.A. in 1927-28 and has served for several years as chairman of its committee on salaries and pensions.

In the problems which confront them and in conditions which surround them, though not so much in the nature of the work, the points of similarity between social work and library work are strikingly evident. Both are new professions; members of both are busily discussing whether they are professions, a discussion which, strange as it may seem, has not found its way into the great world outside; both, in comparison with other professions, are in the early stages of professional education; both are strong on personality as a *sine qua non;* both are largely manned by women; both are inadequately paid; both have failed as yet to find themselves completely and the public has failed to place them satisfactorily in the general scheme of things except largely to ignore them. A study of the literature of the two professions will easily confirm these statements, which will be elaborated upon as I proceed.

The first schools for social work were organized about 25 years ago by private charitable agencies, arising out of a direct

need for more extensive training than the apprentice system which was in use at that time. There are now 22 schools belonging to the Association of schools of professional social work, of which 18 are directly connected or affiliated with universities or colleges and eight of the 18 are in state universities. There are three schools with entirely independent organizations. The enrollment in these schools in the year 1922-23 varied from 17 to 682. Other universities and colleges offer partial courses preparing for social work. This would indicate that schools for social workers are larger and are equipped to admit more students than library schools. Requirements for admission, taken as a whole, are also higher. James H. Tufts, in Education and training for social work, published in 1923 by the Russell Sage Foundation, says:

"It is not easy to make any precise statements or to present statistics which give an adequate or trustworthy picture of just what the entrance requirements are in most of the institutions which offer education and training for social work. There are about 40 in all. Only a few of them announce their entrance requirements clearly and definitely, and give lists of students with their previously acquired academic degrees. Only about these few institutions, therefore, are definite statements possible. They can be classified broadly as (1) exclusively graduate; (2) exclusively undergraduate, usually limiting professional work to the fourth, or to the third and fourth years of the regular undergraduate course; and (3) including both graduate and undergraduate courses. In the institutions coming under the third head, however, specified courses are designated for undergraduate students followed by the bachelor's degree, and a distinctly specific curriculum for graduate students is laid out and is followed by the master's degree.

"So far as the nominal entrance requirements are concerned, schools of training for social work compare very favorably with professional schools of law, medicine, engineering and theology. For there are very few schools in which a high-school course is the only preparation. The great majority require either two years of college work or else prescribe a 'college education or its equivalent.'"

An examination of the catalogs of schools of social work shows that library schools have gone through many of the same problems regarding curriculum, methods of instruction, scarcity of suitable instructors and the much mooted question of practice work. They, as we, started with part-time instructors giving a few hours a week to teaching. They still continue to give much time to field work, as high as 15 hours a

week. Entrance examinations have not been used as extensively as in library schools, but personal interviews previous to admission are stressed. They have gone farther in preparing textbooks than have library schools.

The emphasis is placed upon graduate professional work but from the catalogs of schools for social work which I examined, I find Bryn Mawr is the only school which made no exceptions in regard to admitting students of non-collegiate rank on some basis.

The emphasis that is being placed upon college preparation by schools of social work is apparent in all of their catalogs and Tufts recommends that agencies in their efforts to maintain standards, place a premium in the way of salary upon well-trained candidates. This is along the plan adopted by a number of libraries, which I heartily approve, of establishing a higher beginning salary scale for full or partial college education. This must be done if we are to attract college graduates. After they are in the profession, they will gain recognition if they are worthy of it.

An important recommendation by Mr. E. J. Reece in his recent exceedingly interesting and able report, *Some possible developments in library education,* submitted to the Temporary training board, is that which has its counterpart in Tufts' *Education and training for social work.* Mr. Reece recommends an extension of library education, "roughly three years of academic study and one year of study of library school subjects," which would lead to a bachelor of science degree. Mr. Reece says, "Those who wished could go on, and by no more expenditure of time than is now necessary for one who seeks a bachelor's degree and elementary professional study, secure a master's degree, and not only fit themselves for higher grades of the service, but assure themselves the academic recognition which present library degrees cannot command." The degrees in social work for graduate study are A.M. and Ph.D.

Tufts puts the same case for social workers:

"Here again we have to consider the actual alternative. It is not a question whether a given number of persons shall take professional preparation as graduates or as under-graduates; the practical question rather is whether a certain number shall take this as undergraduate or whether a few out of this number shall take it as graduate work while the rest do not take it at all, and either go into social work with no professional

preparation or do not enter social work at all. If professional social work were as remunerative as the professions of law and medicine, it might be possible to hold more students for graduate work. But at the present, this is far from being the case. Some who might be inclined to enter social work if they could gain preparation for it as undergraduates would be deterred by expense if they must add a fifth or sixth year of study before entering upon any active work. In view of this, my opinion is that in the present status of social work it is wise for colleges in which there is a reasonable demand for such work or in which the presence of a school of social work would evoke a reasonable number of candidates, to offer professional instruction to undergraduates in their final year, preceding it by suitable foundation courses."

I agree with Mr. Reece when he says: "In urging a university connection for library schools, Dr. Williamson may have been ahead of the times but there can be little question that he was right in principle. The trend of development seems to point to it."

Library schools and schools for social workers, no matter how maintained, have in most cases been ready and eager for university affiliation.

Librarians may well take note of Tufts' viewpoint of the necessity of looking to the future in professional education as well as meeting present needs which he expresses in the next quotation:

"Yet the last word on this subject ought not to be one of adaptation to present conditions.

"It is probable that for a good while to come social agencies will take beginners with little or no professional preparation; it is probable that for a good while to come many persons of good personal qualifications who feel unable to incur the expense of proper preparation will offer themselves to these social agencies and be accepted. The schools cannot change this condition all at once; but they need not feel that they have necessity laid upon them to provide some degree of education and training for every grade of worker. Their great contribution will be increasingly not so much to provide a something which shall be better than nothing as to raise the standard of excellence. They will accomplish this first, by providing better educated and trained candidates, and second, by forming centers of research, publications and general professional interest which shall cooperate effectively in raising the level of social work and thereby contribute also to attract abler persons into the profession."

I want to requote and emphasize two sentences: "Yet the last word on this subject ought not to be one of adaptation to

present conditions." "Their great contribution will be increasingly not so much to provide a something which shall be better than nothing as to raise the standard of excellence." And in another part of the book he elaborates this thought:

"Making these admissions, the question which remains is really the crucial question at the present time for institutions which are looking not merely to the immediate demands of present conditions but to the future of the profession. For upon the answer to this question must depend largely their decisions as to entrance requirements, length of curriculum, subjects to be studied, and the point of view which shall control methods and aims. This question is: Shall the profession of social work, in addition to its necessary tasks of relief, of aid to the disadvantaged, and of adjusting personal relations, undertake leadership in the larger and more fundamental tasks of discovering the trends and needs of human society, of studying the underlying forces of every kind so far as they focus upon human welfare, and of attempting to contribute toward reshaping institutions and directing the forces involved?

"At present, this must be regarded as an open question. If it is answered affirmatively, and if there is adequate support for such conception, there ought be no question as to the attractive power of the profession for young men and women of the highest ability, for no profession could offer a more genuinely constructive task. It is not to be expected that this range and scope should find fulfilment in the immediate future. But if such a goal is definitely set up, and if men and women are thereby in increasing numbers attracted to the profession, there will be at least the first and necessary conditions for the realization of the first steps toward such a scope for social work."

I want to discuss the needs of the library profession in the light of these statements which, in my opinion, exactly apply to our profession. The greatest need for the profession today is to raise the standard of the men and women entering it. On this depends whether librarians generally remain merely technicians or whether librarianship in fact becomes a profession. Someone has said that a profession is perhaps more nearly determined by its professional spirit than any other one factor. Professional spirit, the library profession now has to a large degree but, on the whole, the profession has not obtained in any large number men and women who had the vision or the ability to shape the development in extra school education in the same way as social workers are being called upon to contribute very largely in the shaping of social and industrial relationships. One way in which I can illustrate what I mean is to refer to *adult education,* which the A.L.A. as

an association is now preparing to promote in libraries. I can see the finest of possibilities in this movement, but I can also see the possibilities of its failing because, frankly, I have my doubts whether the present personnel of public libraries can organize and develop any such movement on the educational standards which would be necessary for success. It is perfectly possible for it to develop into something very wooden and to make an appeal to people who delude themeselves into thinking that they can buy culture for themselves by investing $100 in Dr. Eliot's five-foot bookshelf. I have recently had a sidelight on some of the kinds of people who evidently buy the five-foot bookshelf by becoming acquainted with one of its successful agents who positively is as ignorant and as far from any taint of culture as any one I ever knew.

One means which social workers have used to attract desirable applicants to their schools is through scholarships and fellowships. From my examination of the catalogs of schools for social work, I judge that all or nearly all such schools offer these. Without wishing to go into this question of scholarships at length, I should like to suggest that such inducements ought to add to the attractions for exceptionally promising students for library schools and it is a development which I hope we shall see come to pass.

What Tufts says regarding research and studies by faculties and students in schools of social work will bear quoting for the benefit of library schools for it is a field which, as far as we are concerned, has been practically untouched.

"In establishing chairs of instruction in schools of social work and in planning the duties of their occupants, opportunity for investigation and publication should be clearly provided, and every encouragement offered to the advance of scholarship. It is generally realized that materials in many parts of the field are woefully meager. Each instructor is obliged to gather them for himself to a very large degree. There are, to be sure, in the larger cities, tons of records on file, but they are not available for use in any such form as the records of medical and legal cases. Nor in most cases have they been so carefully and scientifically made as the corresponding source materials in the above fields.

"This second function of a professional school presupposes a strong faculty. Beginning their work with little or no endowment, the independent schools could not at first offer the inducement of a permanent, assured position which is so important in attracting the best instructors. Only with a reasonable

degree of permanence assured can a school enter with free and single mind upon a long and arduous task of inquiry and publication. Only one of the independent schools has since secured a solid endowment. Schools or organizations connected with universities have had to meet the financial problem in the different guise of limited appropriations for staff, library and other equipment. A new type of professional training had to justify itself before it could receive the support given to older lines. Another difficulty attendant upon building a new course of instruction has been that the supply of competent teachers has been limited. Many experiments have necessarily been made, some of which have resulted brilliantly, some in disappointment. It has been necessary to rely in part upon temporary services. Standards have not always been such as retain the men of highest ability.

"The net result has been a large turnover in the instructorial staff—too large for the most effective work in solid investigation and publication."

Could better suggestions be made as to strengthening library schools financially in order to raise the standards of instruction and to give faculty members the necessary leisure for research? The subjects for such research in the library field may not be as plentiful as in social work but there are many of them and if library schools had sufficiently large faculties such research would not only contribute to the profession but also would give to faculty members qualities which scholarship applied to practical problems tends to develop.

I cannot refrain from taking up here one of the points which I mentioned in the first paragraph, the question of whether librarianship is a profession. Dr. Abraham Flexner, in an address which he made before the National conference of social workers, handles this very cleverly as it relates to social workers. He says that professional service might plausibly be characterized as any service that is not that of amateurs. He then refers, among others, to that of professional baseball—certainly one of the highest paid, and would you not say, the most generally honored of American professions?

In further elaboration, however, Dr. Flexner maintains that the essentially intellectual character of its activities is the first mark of a profession. According to this, librarianship ought to be readily recognized as a profession for apparently it is largely intellectual in character. But possibly the reason why it is not so recognized is because library assistants taken by and large are not easily recognized as strikingly intellectual in character

I do not think this is because library work does not appeal to the intellectual. Of course it does to some, but the greatest reason, if we will admit the truth, is an economic one—which we cannot possibly escape—the one of salaries. I know of no idea that I have less respect for than that money will buy anything, but it is utterly foolish for us to deceive ourselves. We shall never get a sufficient number of men and women into the library profession with intellectual attainments, readily recognized as professional until salary standards are raised to a marked degree. Dr. Flexner has express this well regarding social workers in the following words:

"Professions may not be cultivated for mere profit. Neither, let me add, can they develop on the basis of underpaid service. Most men and women are *fortunately so placed* that the *career* they adopt must afford them the income necessary to their existence and development. Well-trained men and women cannot, as a rule, be attracted to a vocation that does not promise a living wage in return for competent service. Am I mistaken in thinking that not infrequently the mere joy attached to philanthropic endeavors has seemed to those in control a more complete satisfaction of the worker's legitimate desires than it has seemed for example to the worker himself?"

I have an idea that assistants may think that librarians have overworked this joy of the work proposition as a consoling compensation for low salaries. After all, we shall have to admit that joy will not pay room rent nor buy the clothes which, as a mere man, I can recognize as one of the ingredients which go in to make up that charmed word personality.

Let us dwell a moment on the word personality which holds such a prominent place in the librarian's vocabulary. Social workers, too, use it in their vocabulary. Edward T. Devine and Mary Van Kleeck in their study, *Positions in social work,* state that in answers to an extensive questionnaire to social agencies: "'Personality' was the magic word used most frequently to head the list of desired qualities. Many declared that there was a natural gift for social work, which could not be acquired by training and without which training was useless. We were given illustrations of workers equipped by college education and professional experience, who failed conspicuously because of the lack of this natural gift."

Dr. Devine makes the following pungent comment in his introduction headed, *Profession in the making*:

"Executives who are responsible for engaging the staff should get out of their heads the dreary platitudes about "personality" and "natural gifts" and cooperate with the universities and training schools in uniting "ability and talents" to "systematic training." Boards of directors should make up their minds to pay adequate salaries to workers already competent. The training schools on their part should undertake to meet the actual needs, setting the standards for admission and graduation neither so low as to betray the profession which they are helping to create, nor so high as to fail to provide workers who can afford to accept the positions which exist."

I do not agree with Dr. Williamson that librarians have overemphasized the value of personality, if we mean by personality that strong, dominant quality which makes an unmistakable impression wherever it is. Of this, however, I am very sure, that we have greatly exaggerated our success in gaining for the library profession any considerable number with such personalities. One of the few things which H. L. Mencken has said, with which I agree, is that most people prefer to believe a pleasant lie to a disagreeable truth. I have not found librarians any exception to the rule. We have in many cases led ourselves to believe that we were choosing assistants for personality rather than for high educational qualifications when the plain truth is that we employed them because they were the kind which the salaries offered would attract. Some of them with sufficient experience become pretty satisfactory assistants, but there is nothing to distinguish most of them from any number of the thousands upon thousands of high school graduates who are turned out every year. It would seem that at this time one should not have to come to the defense of a college education for librarianship. That some librarians without a college degree are vastly superior to some with it is, of course, true and it is also true that some grammar school graduates are more intelligent than some high school graduates or college graduates, but that is entirely beside the point. Big business men, after many years of scoffing, now openly recognize the value of a college education and even John J. McGraw, manager of the New York Giants, says college men make, in the majority of cases, better professional ball players than the boys from the sand lots. Is it for the profession of books to question it?

The comparison of salaries of librarians and social workers, I have found extremely difficult because the information

available is not very satisfactory for comparative purposes, also the positions in social work vary so in character. The Welfare federation of Cleveland has made an elaborate study of all agencies in that city, but it is classified to such a minute degree that it is difficult to summarize. The best comparison is in Tufts, where there are a number of tables. One of these is "Salaries of women who obtained positions in social work through the National Social Workers Exchange in 1920." This shows a median beginning salary of $1242 for college graduates, $1151 for those with partial college education and $980 for those with no college education. It shows a median beginning salary of $1367 for graduates of schools of social work, and $1045 for those with no school social work training. For those with five or more years experience, the median beginning salary for college graduates is $2080, for those with no college education, $1592. Tufts draws the following conclusions from two of the tables:

"(1) The salary of the college graduate in social work begins at a higher point than that of the non-graduate, which is in turn higher than that of the person with no college training.

"(2) This relative superiority is somewhat greater in the division of those having longest experience.

"(3) A similar initial advantage exists in the salary of the graduate over the non-graduate of schools of social work, and of both of these over the salaries of those who have no training in a school for social work.

"(4) Those who have had training in schools for social work are in an advantageous position in each of the divisions based on experience as compared with those who have had no such training, although the margin of advantage tends to decrease with length of experience. The reason for this is probably to be found in the fact that those who have had longest experience, and presumably receive corresponding recognition in salary, entered the field of social work prior to the establishment of professional schools of social work."

One other comparison may be given between general library assistants and case workers or family visitors, taken from the report of the Committee on salaries of the American association for organizing family social work, as printed in *Family* for March, 1922:

"The range of visitors' salaries was from $480 to $1800, with 21 societies reporting a maximum of $1200, 9 a maximum of $1500, and only 2 a maximum of $1800.

"The education of 278 visitors was reported upon. Of these, 111 were college graduates and 73 had attended professional schools. Previous occupation was given for 94 visitors; 37 had been employed in other kinds of social work; 26 were teachers; 24 were clerical workers; 2 were librarians; 2 were home economists; 1 was a nurse; 1 was in business, and 1 was a publicity agent."

Statistics of salaries for library assistants in 32 large public libraries, as printed in the November *A.L.A. Bulletin,* show that 9 libraries pay $900 or less as a beginning salary, 14 of the 32 pay $1200 or more. The maximum paid to general assistants is $2100, 14 pay $1500 or more as a maximum and 6 pay $1800 or more. These salaries, I think, are really somewhat better than social workers with corresponding training and experience. The salaries for executives in social work and head librarians do not vary greatly as far as I can judge.

Fred R. Johnson, associate-secretary, Detroit Community union, in *Salary standards in social work in Detroit,* says that the most striking single fact touching upon all groups was the lack of continuity in employment. Over 50 per cent had been with their respective organizations less than a year and only 10 per cent had served more than five years.

Salary for case work ranged from $75 to $125. He recommends that case work should receive more than $100 a month.

A report of the Minneapolis council of social agencies shows that, of 67 case workers, 31 per cent received less than $900 and 73 per cent less than $1200.

In the 1920 conference for social work, Sherman Conrad reports on an investigation of employment conditions among social agencies throughout the country. Of 400 questionnaires sent out, 190 were answered. During the previous year there had been a labor turnover in these agencies of 36 per cent and less than 50 per cent of those employed had worked a year. Reasons given for leaving the profession were: Superannuation, none; death, 1 per cent; marriage, 10 per cent; better paying positions, 35 per cent; dislike for work, 8 per cent; discharged, 14 per cent. Of 504 positions filled during that time, less than 2 per cent were secured by training classes conducted by agency. Of 364 distinctly social work positions, the National Social Workers Exchange filled 4.

The labor turnover in libraries is a serious problem but probably not as bad as indicated in the above for social

agencies. However, to those librarians who think we have exhausted subjects for consideration and are frankly bored by A.L.A. meetings, I would respectfully suggest that a study of labor turnover in libraries would be desirable. Some of it undoubtedly could be prevented.

The American Library Association, in 1924, through the establishment of a Library Education board, is officially recognizing that *library personnel* is with little doubt the greatest problem before librarians today. I would urge with all the emphasis that I could place upon it that the A.L.A., through the Education board or otherwise, undertake a thorough investigation of library salaries. Librarians generally have never paid any too great attention to this problem. The Salary committee of the A.L.A. has in the past two years been attempting to put before librarians facts and statistics concerning salaries, but it is a mere beginning. I am not recommending that A. L. A. headquarters become of itself a propaganda center for higher salaries, but facts should be made available which librarians can use with library boards and the "city fathers." I believe library boards will recognize these facts and will, if possible, raise salaries accordingly, if the facts are presented in a form which makes them clearly and unmistakably convincing. It is plainly the duty of the A.L.A. to make the facts about salaries available; it is plainly the duty of librarians to use these facts to the best advantage.

It is our obligation through education to convince the public that librarianship demands the best human material in scholarship, in personality, in enthusiasm. Other professions like social work and education appeal equally with librarianship to men and women of character and attainments. The body politic must be made to recognize that it is not wise to employ a cheap librarian any more than it is wise for a man to employ a cheap surgeon. This is a day when intelligence is at a premium and it is not going too far to say that the existence of civilization now peculiarly depends upon it. Librarians are one of the agencies promoting intelligence and they have the possibility of being far more potent. The men and women entering the profession govern that possibility. The compensation they receive is one of the factors which cannot be ignored.

HOURS

An editorial in the *Library Journal* for 1902 declares improved hours to be even more important than improved salaries, and asserts that in planning the routine of administration the librarian is too apt to look upon the human machine as merely mechanical.

Working schedules at that time ranged from forty-two to fifty hours per week, while at present they vary from thirty-six to forty-four. More harassing than length was their irregularity. In some cases no time for lunch was given, while desk assistants were at times required to work from ten till nine with no regular break for supper.

THE CASE OF THE DESK ASSISTANT

The unknown writer of the following complains particularly of irregularity of meals and accuses librarians of regarding assistants' time schedules as problems in arithmetic, unrelated to the human constitution. She concentrates her attention on the time schedules upon which the desk assistant is expected to do her work.

It is a condition, not a theory, that confronts the desk assistant—a condition of hours of service that until better adapted to the human machine must keep the librarian's vision of "the ideal desk assistant" in the realms of theory.

The desk assistant gives on an average from 42 to 50 hours a week in service to the library, that time being arranged in various schedules so as to include evening work and sometimes a weekly or biweekly half holiday, although this is by no means the rule. From eight to nine hours' service makes the usual working day. Her salary ranges from $25 to $40 a month. She works from one to three evenings a week; some Sunday work is generally necessary; her time schedule varies on different days according to whether or not night work is required of her. The following are typical examples of desk assistants' time schedules, as they exist in different libraries:

A. In this library, where night work two days a week is required of the desk assistant, her time schedule for these two days is arranged thus: She arrives at 8:45 a.m.; departs for lunch at 1 p.m.; returns at 2:30 p.m.; departs for supper at 5:15 p.m.; returns from supper at 6 p.m.; and is on duty until 9 p.m.—thus making a ten-hour day for these two days. The other four days in the week she arrives at 8:45 a.m.; departs for lunch at 1 p.m.; returns at 2:30 p.m.; and is on duty until 6 p.m.—thus making a 7¾-hour day for these four days. She is on duty one Sunday in ten from 2 p.m. until 9, with no time assigned for supper. This is the summer schedule; in winter it is the same with the exception that the hour of arrival is

9:45, the lunch hour is reduced one-quarter of an hour, and on two nights the assistants work until 10 p.m. instead of 9.

B. In this library, where 42 hours and three nights a week are the rule, the schedules are arranged thus: arrival 8:45 a.m., lunch 12-12:30, departure 6 p.m.; on the following day the hour of arrival is scheduled at 3:30 p.m., supper 5:30-6 p.m., departure 9 p.m. This scheme alternates a long day with a short day, and in some cases one hour is allowed for lunch and supper; on Sundays the reading room only is open from 2 to 9, and the work is shared by two assistants, who are paid extra.

C. In library no. 3, three nights are required one week, and two nights the week following. The schedule, which combines three forms, runs thus: *first* arrival 9 a.m., lunch 1:30, departure 5 p.m.; *second* arrival 1 p.m., lunch 5:30-6 p.m., departure 9 p.m.; *third* arrival 9 a.m., departure 1 p.m., return 5 p.m., lunch 6 p.m., final departure 9 p.m. These three forms require 7½ hours a day.

D. This is a branch library in one of the largest cities, in charge of one assistant whose working hours are scheduled as from 10 a.m. till 6 p.m.—an arrangement that it seems should satisfy the most "complaintive" assistant, until one learns that there is no allowance whatever for noonday meal time, and that the assistant is "not supposed" to eat between morning and night.

These examples might be added to indefinitely, and they are in no way exceptional; but they indicate clearly the general tendency to regard assistants' time schedules simply as problems in arithmetic, unrelated to the human constitution.

It has been said that three evenings a week are sometimes required of the desk assistant, nor does this average appear unusual. As a rule the assistant who gives night service one day gives day service the next day, so that great irregularity of hours is entailed. It is this constant irregularity, and particularly the irregularity of meal periods, that is the desk assistant's most serious trial. The discomfort is not merely because she is obliged twice or three times a week to snatch a hurried and generally cold supper (if the untempting sandwich, the bakery shop bun, and the useful banana are to be dignified by that name), though every one who spends a day of tiring work knows that a hot and leisurely dinner at the end of it is an actual necessity; but it is because the hours of the meals

are constantly changing. Eating to-day at one time and to-morrow at another is a physical evil; let it but continue long enough and health is seriously undermined. Many an instance might be cited where desk assistants in normal health have been reduced to a critical physical condition and years of ill health as a direct result of the hours imposed upon them. It is pertinent here to quote the statement recently made by a physician in the course of a conversation on "library hours." Said he: "I have had considerable experience from a professional standpoint with school teachers who have given way under the strain imposed upon them by the very modern educational system, and with the growth of libraries I am very likely to have a similar experience with library employees. There is nothing so conducive to a disarrangement of the entire organization as irregularity both as regards hours and eating. When these two evils coexist the result is rapid, and the victim is soon forced to abandon the work or take a prolonged rest, with a foundation laid for lifelong invalidism."

Another point that calls for notice is the kind of work required of the desk assistant. The possibilities are almost limitless, perfect responsiveness to the demands of the public being the ultimate end toward which all effort should be made. The work of the desk assistant should be intelligent, rapid and accurate; she should possess a wide knowledge of books, a good educational equipment, a ready interest, and an infinite amount of patience and willingness. The average desk assistant does not possess these qualities, and no one more keenly realizes and more deeply deplores this fact than the librarian. Yet what likelihood is there for work of the desired grade under present conditions? The librarian lays much stress upon "the spirit of the work" which he feels should be so ardent and so zealous as to rise above all considerations of salaries and hours, and make the assistant feel that sufficient for her work is the joy of doing it. Practically, this is absurd. In exchange for inadequate salaries and overtaxing time schedules it is unreasonable to expect adequate work. Much personal force must be thrown into desk work to make it valuable; force is dependent largely upon vitality, and, with a daily routine such as the average library schedule demands, vitality is of necessity short lived.

Again, a working day of too great length weakens the character of the work. It is almost impossible for the assistant

not to become narrow when her "library time" is practically all her time, and when there is no margin left for social recreation or personal duties. If a different atmosphere than that of one's daily work is never breathed, development is soon arrested, and the horizon of the work itself becomes pitifully small.

No less depressing to the tone of the work is the existing scheme of low salaries. Work well paid for is pretty sure to be work well done; and the increased expense the library would incur by a more generous scheme of payment would be fully repaid by the increased value of the library's service to the public. But the question of desk assistants' salaries is not wholly discouraging. In some libraries the salaries are placed on a very fair basis and in almost all there is an upward tendency.

It is the time schedules that seem hopeless; for, granting all that may be said against them, the librarian has yet to urge that these conditions are necessary to the service of the public: since the public has a right to books at any hour of the day, a desk assistant must, at any hour of the day, be available. This is quite true, but in admitting that the remedy is hard to find, why infer that none can be found? The Librarian observes that he cannot be expected to take cognizance of the desk assistant's affairs outside of the latter's working hours. That is just where the fault lies—in the librarian's accepted hypothesis that the desk assistant has no requirements apart from her work in his library, to which she must gradually sacrifice strength and health and social life. In indorsing such a system, the librarian, did he but realize it, is submitting to the existence of a permanent and positive force which makes for steady deterioration in the work of his desk assistants. As a rule, those assistants who do not leave desk work for some other department where conditions are easier, simply accept the situation and resigned, purposeless and unresponsive, do the work required of them in the narrowest possible groove; while, were the conditions of the service normal, the same assistants might be inspired to better their work and double their value to the library and the public, or else their places would slowly but surely be filled by others better fitted to occupy them.

Taking into account all the circumstances under which the delivery desk assistant does her work, it is remarkable not that

there are so few but that there are so many desk assistants who give conscientious and interested service, and who realize so fully their responsibility toward the library and the public.

WORK HOURS

In 1915 a committee was appointed by the Iowa Library Association to investigate hours and salaries in the state. What is quoted below is the portion of the report dealing with hours.

The hours at which a library is opened and closed is purely a local question and should be arranged to suit the convenience of the public. Too many hours per day should not be allowed to work a hardship upon the employees. Too many consecutive hours depreciate the value of mental work, for with a constant strain one cannot always keep up to the standard that a library should try always to keep for its public. Considering the incomes of libraries and the amount of work done, it is often an impossibility to keep the hours in accordance to the laws of health and standard work. Then extra help should be employed if possible and the board should scan critically their tax levy.

Where your income prohibits extra help, if there is any altruistic sentiment on the part of the board, some among them could serve a few hours a week at the charging desk. If you are all business people and this is impossible, make a place for some wide-awake who would have leisure to use in this way. It means such an unmeasurable amount to the small community to have library privileges with a competent librarian to direct reading in right channels.

In our statistics, the average weekly hours vary widely as do the other things, but a careful survey of these facts and figures reveals that the work hours and the salaries are sadly out of proportion. It would seem wise to clear up the other things and then make the salary and length of work hours more nearly approach each other.

A schedule of 42 hours in winter and 40 in summer will get much better work than longer hours. These long hours cannot be too strongly condemned. There is one librarian working 65 hours a week. This is outlandish. Her salary is

$45 and she has been a librarian nine years. It was to eradicate just such things as this that prompted the formation of this committee.

The New York public library four years ago was working on the 42-40 hour schedule. They put in a medical inspector for the entire staff of about 1000 members and at his recommendation in the past year have changed to the 40 hour for the entire year. If they find it pays, why not others?

VACATIONS AND HOLIDAYS

Vacations were early recognized as contributing to the efficiency of the library no less than to the benefit and pleasure of the assistant. Several attempts to establish vacation homes are noted; the most successful is in the house left to the staff of the Portland, Oregon, Public Library by the will of Miss Isom, its former librarian.

VACATION PRIVILEGES

In 1908 *Public Libraries* editorially condemned a tendency to curtail vacations or to refuse them when leaves of absence were taken.

In a recent conversation between library workers off on a vacation it was stated by one of the party that a certain pilgrimage which would require a two months' leave of absence was impossible for two reasons. First, he could not be spared, and second, the loss in salary would be greater than his salary would allow because of the rule of the library that employes lose their vacation when taking a leave of absence.

These excuses deserve to be considered. As to the first, while there may be periods when the interests of a library demand that certain people in authority or in places of responsibility be at their posts, any well-regulated, well-administered library ought to be able to spare any of its people after sufficient notice has been given that leave of absence is desired.

As to the second reason, it seems altogether indefensible at any time. Upon what basis does it rest? A vacation belongs to a worker or it does not. If it does belong to him he should have it. If it does not belong to him he should not have it. But it does not seem that it should be forfeited on such a reason as the above.

The matter of allowing a leave of absence with salary is altogether in the hands of the board and may be decided as their judgment dictates. But it does not seem that a library board has really thought of what it means to take away the vacation of those who really need the stimulus and help that would come from a change of scene and interest. The institution allowing such a leave of absence receives, in renewed physical and mental strength, combined with the interest and loyalty resulting from such an outing, more than a compensation for anything in the money line which it may have cost. But to take away the vacation means to take away the stimulus and help that come from a change of scene and interest, a distinct loss to both the librarian and the library.

VACATIONS AND HOLIDAYS

At a library meeting held at Jamestown, R.I., in 1915, Mr. Harry Lyman Koopman, librarian of Brown University, discussed the value of "time off," from the standpoint of morale.

A sketch of Mr. Koopman is included in Volume IV, *The Library and Its Organization.*

What are vacations and holidays? Are they a compromise between the good nature of the employer and the aggressiveness of the employed, or do they represent, on the other hand, an attempt to strike a balance between overwork and underpay? Most of the thinking and talking that is done on this subject seems to proceed from one or the other of these standpoints, but certainly neither is one that, in setting out from, we can hope to arrive at the truth. Each seems to imply an absolute conflict of interest between those who grant the vacations and holidays and those who receive them. Now, we can hardly hope that any human adjustment will prove ideal, yet, in this particular instance it ought to be fairly easy to show that, within limits, the interests of both employer and employed are identical. It is perhaps fortunate for our present discussion that we are dealing with the question as it comes up in libraries, for some phases of the subject that might not be easy to make clear in commercial relations become here immediately obvious. I might say that in referring to holidays I have in mind the weekly half-holidays even more than the less frequent legal holidays.

Reserving for the last what would certainly in the market place be the most conclusive argument, let me say, first, that vacations and holidays as they now exist represent one phase of the modern increase in the standard of living. Historically, vacations in educational institutions, of which libraries are an offshoot, go back for many centuries, but the general vacation in all sorts of occupations is very recent, and many of us here

have seen its entire development. As a feature of the standard of living, vacations and holidays should be granted by the employer out of self-respect to himself as one not willing to lower the standard of living in his community; and for much the same reason they should be insisted on by employees as a matter of self-respect and common justice. But the employer also—and we see this very clearly in libraries—is responsible to something more than the standard of living in his community. He is, as Bacon says, "A debtor to his profession"; and one form of this indebtedness relates to the future of that profession. So far as he controls the welfare of his employees, to that extent he is a custodian of his profession as it will be in the next generation. The head of a library must see in his younger assistants the men and women who are to accupy the places of himself and his associates, the successors to whom, some day, his generation will make over its responsibilities.

It is said that Wellington's teacher always took off his hat when he entered the school room, because, as he said, "Some future great man may be present." I confess that whenever I sit at a chapel exercise in Brown university and look over the 800 restless boys before me, I cannot refrain from wondering whether there may not be among them a Horace Mann or a John Hay. Some of us have lived long enough in library work to see this readjustment take place, yet it is one that the employed is as little likely to foresee as the employer. If I may here venture on a purely personal confession, I will say that when I entered the Astor library as a beginner, it never occured to me, in looking up at its impressive tiers of alcoves, that I should some day have charge of a collection of books equally important nor do I suppose that it ever entered the head of my chief; yet, somehow, this very unexpected thing appears to have happened.

One of the errand boys in the Astor library at the time I have just spoken of is now everywhere honored as a leader in American art criticism. It is one of the great satisfactions of my life to remember that I picked out this boy at the start as likely to make his mark in the world, and that I have enjoyed his friendship from that time to the present.

Have I strayed from my subject? It seems to me not, because the spirit that I have just spoken of would concern itself, not merely with getting for the library its money's worth of

service out of its employees, but no less with care for their physical and mental health, and an important element in both is represented by vacations and holidays.

If there are any who would repudiate my claims on the part of the employer to respect the standard of living and the future interests of his calling or profession, there is a final argument over which, fortunately, I need not linger. It is the argument from efficiency. A few years ago one would have had to deal painfully with theories and probabilities in urging the importance of rest periods to efficiency; but the wonderful investigations made in the past few years, showing the increase of output produced by changing from steady work to work interspersed with intervals of rest, are our warrant that these breathing times which I am advocating, not only do not detract from the week's or the year's product, but actually contribute to it in quantity as well as quality. As implied at the beginning of my remarks, this is not an argument that can be pushed to the limit. It does not follow, if fish is a good brain food, that one will become a Shakespeare by eating a whale; so it does not follow, if a weekly half-holiday and a month's summer vacation are a benefit to the work as well as to the worker, that to double or triple these intervals will produce a proportional increase. The whole matter, just as in manual industry, is one to be settled by experiment. It is possible that we have now reached the limit of efficiency in institutions of the general character of libraries. At any rate we can defend our present practice, not merely on the ground of social standards and professional advantage, but also on the ground of the better work done day by day and year by year by the members of our library staffs.

Perhaps in conclusion I may be allowed to make one single application of this principle. It is a not uncommon case for a library worker to receive a call very late in the academic year to a coveted position in another institution. The institution wants him, but it also knows that he wants the place. It insists that he come at that time, severing his existing relations and so, of course, giving up the vacation which he would soon have enjoyed if he had remained where he was. The library to which he goes, however, takes the ground, that since he has not earned a vacation in its employ he is not entitled to one, and therefore it requires him to work through the summer and

on into the next year without a break. Does the library gain by this action? I, for one, do not believe it; for vacations and holidays, while they may be regarded as a reward for the past, really look to the future, and the true interests of the library that calls the worker from another position require that he should have the restoring and invigorating influences of a vacation in order that he may take up the work of the new year at his highest point of efficiency.

If I may use a commercial expression, the institution which engages an employee late in the year is not relieved of the obligation to give him his customary summer outing. It acquires him *ex-dividend,* so to speak, and that dividend to which he is entitled is his vacation. He, on his part, is entitled to it, and those who employ him cannot afford to have him forego it. I hold, therefore, that vacations and holidays have arisen, not as a matter of indulgence or of self-indulgence, but because, at least at their present stage of development, they represent an absolute harmony of interests between the employer and the employed.

STANDARDS

The American library, compelled by economic conditions to forsake the traditions of its British forerunners, was without precedent to guide its workers. A continuous effort has been made to crystalize functions and afford a standard for the profession. The examples following show widely differing interpretations of the subject.

THE LIBRARY ASSISTANT ONCE MORE: A PLEA FOR OUR PROFESSIONAL IDEAL

This paper accents the ideal of service to the community, too often overshadowed by routine duties. The author, Miss Julia E. Pettee, then librarian of Vassar College, attended the Pratt Institute School of Library Science, and is now head cataloger of the Library of the Union Theological Seminary in New York City.

As suggested in the recent articles in the *Library Journal* on this subject, the short-comings of the librarian from the assistant's point of view and the faults of the assistant from the librarian's point of view provoke frequent discussion. It inevitably follows that if the assistant and the librarian stand off and critically take each other's measure, material will be found to keep this subject ever with us. But, surely, in the working library this double point of view should be impossible. If librarianship is a profession, the statement that the librarian and the assistant have the same ideal in their work should be a truism. But, can it be that we do not maintain this ideal pure enough to keep our interests united, our point of view single, or, is it possible that failure lies rather here—that some of us have not a clear-cut conception of what this professional point of view really is?

What is our professional ideal? It is not an ideal of personal comfort—the spirit which rates that position most desirable that gives the most comfortable return in a pecuniary way for the least expenditure of energy. It is not an ideal of self-aggrandizement or self-advancement—the spirit that seeks a place from which he may command the respectful regard or envy of the world. It is not even the ideal of self-development—the spirit that craves the splendid opportunity of bringing all one's powers into action. These are all personal motives which may or may not find a place in our work. Our professional ideal is something very different, perhaps higher, at any rate less selfish and more humble—the ideal of service, the spirit which

sees an uplifting influence upon society in the general library movement of to-day, which has some conception of the individual library as an efficient factor in the movement, and desires to contribute its efforts in the world's work along these lines. The young woman of abounding energy who is eager to do something, just for the sake of doing something, has not found this spirit; but she who considers the value of that which she wishes to do, and, weighing her natural aptitudes, sees the opportunity to do it in the profession she chooses, and chooses her profession because she does see this opportunity in it, has a true professional ideal.

Possibly here I may be open to attack. This really sounds very fine, says my practical friend, but how many young women go into library work as disinterested philanthropists? The average young woman, either forced by circumstances to earn her own living, or seeking by preference to "be independent" comes to the training school or apprentice class with a very definite idea of undergoing a preparation which will place her in the way of a fair salary. This may be true, but surely no right-spirited young woman can spend this time of preparation in studying the workings of our libraries to-day without gaining such broad visions of the possible field of usefulness for the public library that it elevates her calling into a profession, and a profession whose end is not self-seeking, but self-giving. It is just this—an appreciation of the end attained by a work large enough and noble enough to attach to itself a body of principles and traditions—which makes the line of demarcation between a wage-earning and a professional class. It is just this that makes librarianship a profession, and librarians, the whole rank and file of us, are as truly a professional class as teachers.

It is right to speak of our work as a business contract, it is right to urge the conscientious performance of duty, it is right to insist upon finding joy in our work. But our professional satisfaction springs from a source behind all these; it lies in the belief that we are contributing, in however humble a way, to some final result that appeals to us as permanently desirable. "Inspiration" is a tabooed word, but if we translate this feeling toward our work as an enthusiasm for usefulness, the noble enthusiasm of a humble soul, this should be the heritage of every man and woman entering the profession. This alone brings to our work a certain professional self-respect which is the backbone of efficient service, and he who lacks it

is on the other side of the threshold. In this there is no sentimentality. A true appreciation of the end means a testing of every method by its results. It brings into play every faculty. It applies to the minutest detail of work. It is this in an assistant, who in some rare instance may find herself under a superior in whom she fails to find this standard, that enables her to look beyond the possible deficiencies of her immediate chief and rejoice in the larger results to which her own right spirit helps to contribute, even though her one library fall short of its full possibilities.

Do we not all of us believe this in theory? Do we not pour it forth with eloquence at our formal library openings? But can it be that this spirit does not shine with sufficient clearness in our work, that it is not an ideal we expect to find as the practical working principle to guide our staff? Can it be that we somehow tacitly take it for granted that the librarian alone has the monopoly of this bright spirit whose light does not penetrate the dim underworld of the assistant? But if we do believe this is a working ideal upon which the library's practical everyday relations to society should be based, if we reckon it a part of the necessary equipment of both librarian and assistant, how unnecessary to ask who will be most popular with his staff, the librarian devoted to the good of the work or the librarian devoted to the good of the worker! The two are in the long run identical. The earnest worker does not ask for easy hours, light work and big pay. What she does ask and expect to receive are comfortable hours, a possible amount of work, and fair pay, and these in the long run all tend to increase her efficiency. Certainly the librarian imposing such conditions upon his staff that the death of an assistant could in the remotest way be attributable to these conditions is an impossible one. Even if increased library service at the expense of the health of those rendering it were, upon the whole, worth to society this dangerous price (which is certainly a question), that librarian is employing nothing more than a temporary expedient. According to no principle of economics can the results be permanent. In any system conditions which tend to the physical deterioration of the worker lower his efficiency, and the work falls off both in quality and quantity. This is especially true, spiritually as well as physically, in the public library where relationships to the public are very personal ones, and where not only physical

vitality is necessary, but where the whole influence of the library depends so much upon the spirit of the assistants. If both librarian and assistant have the right attitude toward their work there will always be the willingness to sacrifice, temporarily, comfort or self-interest whenever emergencies in the work demand it. But professional commonsense must draw the line at demands which drain upon the strength and vitality of the average worker. A devotion or supposed necessity which permits sacrifices which seriously impair the worker only tend to lower the standards of the profession.

The average graduate goes out into the world with a sense of her high calling, and if the librarian under whom she first falls is wise he will not attempt to prick this perhaps somewhat inflated ideal, but will recognize in it the secret of his own success. It is the librarian's opportunity to show how this ideal can be best realized, to shape it and form it, cautiously to knead it down if necessary, until it forms the practical everyday stimulus for routine duties that fall to the portion of assistants. It is a trite observation, but the shelving beyond our reach of ideals which should be our working tools is far too common.

One wonders after reading about some of the shortcomings of assistants in the July JOURNAL if noble spirited young women have vanished from the earth, or, if they still exist, if librarians as a class are woefully lacking in discretion in selecting their assistants. Unless the librarian believes in substituting for a fine professional spirit a military régime of cast-iron discipline, which practically reduces his library organization to a book distributing machine, with a capacity of so many volumes per day—a "wooden Indian" ideal by the way—he will test the candidates for appointment not only as to their ability, but as to their ideal of their work. And the right library spirit lies at the very core of good and efficient service. It is something that every assistant even the very least can have and should have. I say this deliberately and after much reflection. Most librarians will agree that, on the whole, the young woman who has a keen realization of the meaning of her work, who has the right professional attitude of mind, even if less generously endowed with native gifts will be a more efficient worker than her more brilliant or more rapid sister who is without it. This is, of course, not saying that we undervalue the highest degree of intellectual, moral or physical fitness, but it is putting foremost an unselfish,

intelligent devotion to one's work growing out of an appreciation of the value of the work itself.

If we throw out of consideration this ideal of our work, we might imagine people in the library business (it could not then be a profession) who measure their efforts by the amount of salary they expect, assistants who work for wages and wages alone. We might even imagine librarians who hire their assistants to get all the service possible for little compensation, whose idea of a successful library business lies in large circulation statistics and small expenditures. Such a librarian and such an assistant have no common footing in ideals. If library work is to be exalted as a business, then, truly, a strictly business basis is the only possible one in dealing with one's staff. But imagine the principal of one of our public schools laying down this dictum to his corps of teachers! In teaching, the professional ideal is so well established that a whole phrase-book of its truisms might easily be compiled. No successful teacher can be found who does not give of herself something that can have no equivalent in money. This ought to be true of every library assistant. I believe any library organized and run on purely business principles and business principles only, is simply placing itself upon the same footing as such out-and-out commercial ventures as the Booklovers' Library or the Tabard Inn, and entering a field these highly respectable organizations could fill better and would fill were they subsidized by public taxes.

But as long as librarianship is a profession and not a business, our professional ideal cannot stand out too clearly, and we cannot emphasize too often nor too strongly the fact that the aims of the true librarian and the earnest assistant are one. Neither can dispense with a vision of the meaning of his work. Both are servants of the public, administering in trust public property. Given this sense of responsibility, shared in common, and an appreciation of the possibilities open to them as workers together, the desire to avoid inaccuracies, incivilities or curtness to the public, personal untidiness, careless extravagances, thoughtlessness, and all sorts of faults and shortcomings more or less serious, will be as great on the part of the assistant as on the part of the librarian. Indifference or lack of interest will be impossible. As soon as the assistant's interest ceases to be identical with the librarian's, it is time her connection with the library be severed. Doubtless there are many cases, where for

reasons politic or otherwise, such workers must still be retained, but do not let us mistake them for the typical library assistant.

In a large and highly organized library, as in any other large institution, there is, unfortunately, an inevitable tendency to mechanical routine, enforced by the economies of minute division of labor. The assistant in one department cannot share in the work of other departments but need she be entirely ignorant of it? If the librarian or department head looks upon the assistant as merely a mechanical cog in the wheel, with no personal interest in the work she performs, he will probably be at no pains to give the assistant the opportunity to cultivate a knowledge and interest in the workings of the library as a whole. The natural result will be work performed mechanically and indifferently. Efficiency will be maintained solely by the feeling of competition and the desire to retain the position for its money value. In so far as this is true the assistant becomes dead to the profession. Of course, I do not mean that the librarian must initiate assistants into all the private matters before the board of trustees; but it is necessary that assistants should in large measure have the confidence of their librarian, that they should learn through him the policies and plans of the library and share his own personal interest in their realization. With nothing less than this will the maintenance of a high professional spirit among assistants be possible. The accessions clerk, for example, who makes her two hundred entries daily, but who knows nothing or cares nothing beyond this because she sees no connecting link between her work and the work of the library as a whole or who does not *feel* it if she does see it, becomes a suitable specimen to analyze for shortcomings. She will certainly "have her eyes on the clock." She is doomed to "go to seed." But, as in any laboratory dissection, you have not here the living thing. The library spirit has fled. It may not be the assistant's fault alone. Systematization to an extreme degree removes the total results of the work so far from its single details that the assistant attending to these alone easily loses a personal interest in the work as a whole. And the stifling of individual initiative, the repression of personality, inevitable to some degree in any system, tends to destroy the feeling of individual responsibility. Unless the compensation of the fine enthusiasm of being identified with some movement larger than one's self, the fine stimulus of working toward

some common end with others sharing our own interests and ideals, comes to offset these evils, the result will be demoralization and the right professional attitude toward the work will be sadly wanting.

This fine *esprit de corps* in any library goes far in lessening the shortcomings of both librarian and assistant, and the spirit of the librarian is in great part responsible for this. It is the atmosphere in which our professional ideals can live and thrive.

As suggested several times in the discussion in the JOURNAL, it is fortunate for library interests that library assistants as a distinctive class do not exist. The profession recognizes various capacities but not various ideals. It is the high ideal of efficient public service, of doing our share in generous, cheerful measure in the peculiar educational and cultural work which is the real field of the public library, that we recognize as our professional incitive. For our shortcomings, be we librarians or assistants, the whole profession suffers; but if we lose our grasp upon the ideal of our work we cannot hope long to maintain for librarianship its rank as a profession among other professions.

SYSTEM IN THE LIBRARY

This paper was read by Dr. Arthur E. Bostwick before the Missouri Library Association at Columbia, Missouri, in 1909. He urges that the conditions of work be systematized as well as the output.

It has been said by Mr. W. H. Mallock that what we call labor-organizations are mis-named, because their object is, in most cases, the organization not of labor, but of idleness. This somewhat cryptic statement may be understood to mean that trade unions have endeavored usually not to improve the methods and results of labor, nor to make its output larger and more satisfactory, but rather to improve the condition of the laboring man; to make his life more comfortable and his task easier, to shorten hours and lessen output, and often, as a result, to make that output of lower grade.

This will be regarded as a base slander by many people, and it is doubtless exaggerated; yet there is an amount of truth in it that cannot be overlooked by any workers or any combinations of workers—which is the same as saying that it interests almost all of us in this country; for the only Americans able to work who do not work are tramps and a very few millionaires. We shall try to consider its bearing on library workers, but before doing so, it will be well to look at it a little longer in its more general aspect.

Those who desire to improve the worker's condition will justify themselves very properly on economic grounds by saying that to do this is also to improve the methods of work and the quality of the product. No one can do good work who is ill-housed, under-fed, improperly clothed or overworked. This is true; but it is not also true that if we make it our primary aim to see that the worker is as comfortable as possible, to lift from him all the difficulties and burdens of his task, we shall also improve his output proportionally. Rather should we do away with that output altogether. We should simply be "organizing idleness." We may consider, as an analogy, the difference

between a tariff for revenue and one for protection. The total abolition of import duties is impossible, we are told. They are necessary for revenue. Even England, the world's greatest free-trade country, has import duties. Very true, but the amount of the duty and the objects on which it is laid will differ absolutely according to its purpose. Again, we will suppose that the same company owns an elevated railway and a surface trolley line. They will naturally, if left to themselves, adjust fares, speed and stops on the former so as to induce a larger proportion of people to travel by the slower surface line, which is less expensive to operate. If the surface line were owned by a rival company, there would be an entirely different schedule of fares, speed and stops on the elevated road intended to crowd it with passengers and to derive the largest possible revenue from it alone.

In like manner, we must doubtless look out for the worker; and he must doubtless look out for himself. His conditions of life and work must be made such that he will perform his task as well as possible. But those conditions will be adjusted quite differently if we regard the comfort of the worker as the prime object from what they will be if we regard the excellence of the output as the prime object and the worker's comfort as a means to that end.

This will bear statement in still another way. We are put into this world to do our appointed tasks, and it is our business to do them as well as we possibly can. This means that we must take the proper amount of rest, eat good food, keep happy and contented, and all the rest of it. But he who regards his work simply as a means of furnishing him the wherewithal to be happy, take expensive vacations, live in a fine house, and so on, will neither do his best work, nor will he enjoy the good things of life as he ought.

Our friends, the Socialists, whose propaganda is receiving more attention from thoughtful men to-day than it did a few years ago, both because of the truths that it presents and the menace that it offers to our present civilization, are making the mistake of dwelling upon the importance of the worker's comfort rather than that of the worker's improvement. They promise us that we shall all be in comfortable circumstances and will have to work only three hours a day. Incidentally, the output is to be better. But by putting the matter thus, instead

of the other way about, they have appealed to the element of laziness that exists in all men—they have held out the prospect of idleness instead of labor.

I have not lived west of the Mississippi long enough to know whether the same conditions obtain here as in the East; but there, comparing things to-day with what I remember of my boyhood, I seem to see an increasing tendency among all workers to put self first and work second. The policy of "ca' canny," as they call it in Scotland—of "go easy"—doing as little as one can and still keep his job—is creeping in and has secured a firm foothold. It is increasingly difficult to get any kind of work, manual or mental, done really well—so well that one feels like saying, "Well done, thou faithful servant." And yet the shirkers are all anxious to get to the top; and they wonder why they do not. They comfort themselves by saying that success nowadays is solely a matter of pull. But it is not so. Look around you and you will see, for the most part, men in charge of large enterprises who are efficient, and who have put work before self—men who are engrossed in what they are doing, who love it and therefore do it effectively.

There never was a baser slander than the common assertion that we Americans love money. If we loved the dollar for itself alone, we should never sling it about as we do. We love the excitement and the fun of making money. Look at our working millionaires! They want no more money; they cannot use what they have. They enjoy the task of owning and running a great railway system, of organizing and managing some great industrial combination. We may find it necessary to clip their wings a little, but we can not call them lazy and inefficient—they make the job too hard for us. There is no "go easy" policy here, and those who favor it will never get to the top.

Let us hope that this pernicious idea that self is worth more than work will never find a foothold in the library. We see it here and there, but I believe that, taken by and large, library workers love their tasks and that they are efficient in proportion to that love.

As our libraries are growing larger, our organizations more complex, it is, I know, growing harder to take a live personal interest in the work, so much of it is specialized routine; one feels like a mere cog-wheel in a great machine. The assistant who pastes labels or addresses postal cards in a big library.

finds it harder to realize that she is doing something interesting and useful than the librarian of a small library who not only performs these tasks but all the others—meets her public, selects and buys her books, plans in one way and another for the extension and betterment of her work. Yet the rapid, accurate and efficient performance of the lesser task is as important as that of the greater. A label pasted awry may ruin the library's reputation in the eye of a casual user; a mis-sent card may cause trouble to dozens of one's fellow assistants. Routine work is dull only when one does not understand its purport. Dullness is in the worker, not in the work.

Are libraries, indeed, introducing too much organization into the work—is it becoming too machine-like? Now, it should not be forgotten that there is in a machine something akin to personality—individuality, at any rate, is not too strong a word. Every locomotive has tricks and characteristics that its engineer knows and sometimes loves. He pats its back affectionately and speaks of it as "she." The idea that to be part of a machine excludes personality and individual work is all wrong. One can not go careering about eccentrically and unsystematically; the very purpose of organization is to stop all that; but within the limits of motion and action assigned to a person as his part in the larger motion and action of the machine, there is still room for moving well or ill, for helping on the greater work or antagonizing it and throwing it out of order. If a cog-wheel thinks it is manifesting its originality in some meritorious way by making the whole machine creak and wobble and turn out an inferior product, that cog-wheel has power to do just this; but it should not complain if the machinist throws it into the scrap heap.

Now, in the library, the parts of our machine are workers of all kinds; their connection and relationship are conditioned and limited by customs, rules and orders. To test the desirability of these or of any change in them there is just one question to be asked: first, last and all the time, namely—is this for ourselves or for our work? Is it merely to make things easier for the assistants or will it improve the work and benefit the public?

The asking of this question and its thoughtful consideration will puncture many a bubble. We will take, if you please, the question of vacations. Any one who has tried to make out a vacation schedule in a large library knows that, next to making

out a recitation schedule in a large school or college, it is the most vexatious task of the kind that is given to man to do. Everyone must have a vacation, and everyone wants to have it at some time when the efficiency of the library will be impaired by it. Everyone wants to go away at once, and there are times when no one wants to be absent. Any possible arrangement means dissatisfaction, heartburnings, a feeling that favoritism or prejudice has been at work. Into the mind of most librarians has, I am sure crept the suggestion: What is the use of all this? Why not close the library for a month? Is not that done by the schools: and are not we too, an educational institution?

The fact that librarians do not yield, in this case, to the suggestion of a change that would benefit them and all their assistants is, of course, due to the obviousness of the other fact that it would be bad for the public.

This test of the public advantage may be applied to the whole question of system in the library—of how much system is good, and what kind and how it shall be determined and applied. When a man comes in contact with a library rule that incommodes him personally, he is apt to deride it impatiently as "red tape." When he finds absence of a rule where he would have benefited by it, he concludes that the library is in "chaos" or "confusion." Now, there should evidently be neither one nor the other of these, although we cannot allow the personal convenience of a single user to be the test—our system should not exist for itself alone, nor should we try to get along without system altogether. There should be just so much and of just such a kind as will result in the maximum degree of service rendered to the public.

The individual user is quite wrong, of course, in condemning a regulation that annoys him personally, for this reason alone; but if we should find that it annoyed all other users as well without other advantage than the saving of some trouble to the library assistant, he would, I conceive, be quite right in calling it "red tape." This term is applied primarily to annoying official restrictions that have no use whatever, but we may well extend it to restrictions that benefit the administrator without improving the administration. Rules, customs and manners of procedure in a library, whether they say "thou shalt" or "thou shalt not," are of two kinds—those addressed to the library staff and those addressed to the

public. Both, however, are intended to enable the public to get more good out of the library. The members of the staff are told to do certain things and not to do others, because this will make it easier for the users of the library to get what they want. The latter in turn are bidden to do this and forbidden to do that—not, as some of them seem to think, to make the librarian's work easier or to save him trouble—but to throw the library open wider to their fellows. System of this kind may bear very hard on the individual user; he may chafe, for instance, at any restriction in the number of books that he is allowed to borrow—but if no such restriction existed, the privileges of his fellow borrowers would be curtailed thereby. He may grumble because the time limit on his book has expired before he has finished reading it, unmindful of the fact that some of his fellow readers are anxiously waiting for it. But if the book in his possession is not wanted by anybody; if there are other such unused books in the library that he wants, should he not have and keep them? Assuredly. Every library should make arrangements whereby none of its books should be kept from use to stand idly on the shelves. Our test of public usefulness declares as decisively for this as it does for the partition of privilege in the case of more than one anxious borrower.

To return to that part of the library machine that affects the library staff I have many times heard assistants complain of incidents of organization and systematization that seemed to them too much like those in vogue in commercial institutions. Now, it may be freely admitted that there is a difference between the library and the store or the factory, or more generally between any institution for the public good and one for private gain. In the former the public advantage is the prime object, and to attain it we must often consult the comfort or convenience of the administrators. In the latter, the advantage of the administrators is the prime object, and to gain it they are generally forced to consult the comfort and convenience of the public. The primary and secondary elements are reversed, but they exist in each. Both the department store and the library must look out for the public. It is the library's business to do so, and it is for the store's business advantage to do the same.

It is hard to see, therefore, why any kind of system that

will make a store work better is not worth looking into by a librarian. The systematization in the staff of an up-to-date, modern business organization, and in its work, is a continual surprise to him who has not looked into such things for a score of years. The stores and the factories are ahead of librarians in this respect, and we may as well admit it. After all, this is natural. What is to one's business advantage is always done better than what is merely one's business. But there is no reason why we should not study these better methods and imitate those that are worth copying.

Take one little example. In a factory the raw material is followed statistically from its purchase to its sale as a finished product; and even after its sale its performances are watched. The owner can find out, when he wants to do so, whether that particular article made or lost money for the firm, and how much, and why; whether it gave satisfaction to the purchaser, and if not, why not; to what its excellence or deficiencies were due, whether to the qualities of the raw material or the methods of manufacture. How many librarians can similarily ascertain whether the purchase of a given invoice of books was profitable to the library or not, taking into account the number and duration of their issues, the time lost and the money spent in mending and rebinding them and so on? How many can tell you whether those books gave satisfaction to the users in their bindery, typography, and paper; whether the reader found them hard on his eyes, easily soiled, difficult to hold open—and whose fault it was, the publisher's, the binder's or the mender's? This, too, is merely the material and physical side of the question—all that the manufacturer or the merchant needs to consider. We librarians say we are on a loftier plane; we purvey ideas. So we do. How many of us then can say what was the mental and moral effect on our community of the books added last year, as compared with those added the year before? How many of us know even whether the readers liked the books of one year better than those of another? Again, the individual worker in a good factory, the travelling salesman in a good mercantile house, is watched statistically. His employers can tell just how profitable his work is to them. If the failure of an operation, or the loss of the custom in a town is due to him, they know it, and if his service continues unprofitable he is replaced. How

many librarians watch the work of individual members of the staff with such detail? Suppose at the end of six months' service, an assistant were confronted with statistical evidence that she had mischarged ten books, made eight bad mistakes in accessioning, written twenty catalog cards that had to be replaced and caused four complaints by her bearing at the desk? Suppose she were thereupon given notice that she must do better or go; what would she say? I think I know. She would say that the library was run just like a department store. And she would be quite right; only, instead of being derogatory to the library as it would be intended her remark would be a compliment. It is time that we should carefully discriminate between what is commercial, in commercial institutions, and what simply makes for orderliness and efficiency.

Now, we may consider three things, belonging to a given institution, that every employee of that institution has in his care. If they are properly conserved the institution will be efficiently administered and the visible machinery for conserving them constitutes system. They are time, property and reputation. A large part of the system under which any institution is conducted has for its object the utilization of every bit of time. We Americans, with all our hustling are great wasters of time. Workers do nothing, not so much in periods of actually shirking or laziness as in getting started, in passing from one task to another, in fruitless pottering about, in endeavoring to decide some unimportant question of detail and in one or another of a thousand different ways when they seem to themselves to be at work, while they really are doing nothing useful. As for talking, it is the bane of many different kinds of work. I am inclined to think that all work should be done in silence. Possibly, however, this would be a mistake, for an occasional word keeps workers alive and in good humor where absolute silence is not necessary. It is, however, difficult to stop with a word. Words group themselves into phrases, phrases into sentences and sentences into conversation, and the workers who assert convincingly that they get on exactly as well while they are talking, succeed in cutting in half, not only their own sum total of useful achievement, but that of the annoyed toilers anywhere within earshot. System surely requires close conservation of valuable time; by promptness, by quickness, by keeping the cobwebs from one's brain, and above all, by silence, relative if not absolute.

The property that the librarian is expected to conserve consists of books—the material in which he works and with which he is expected to produce his effects, and of money and objects—buildings, furniture and utensils—intended to aid him in handling the books properly and in getting them and the users together. The Philadelphia alderman who proposed to do away with the buildings, furniture and staff of the library altogether, spend the money for books, dump these on the city-hall floor, and let the public choose, may have been somewhat crude in his ideas; but he at least understood that books are the basis of a library and that librarians and buildings are but subsidiary. His attitude was vastly more intelligent than that of some persons who appear to think that a good librarian in a fine building ought to produce satisfactory results without any books at all. The librarian, then, must provide above all for the care and preservation of the books. If his library is on open shelves it must assure careful watch against thievery; it must insure, by an adequate charging system, the due return of borrowed volumes; it must see that the physical structure of the book is protected, and repaired when needful; it must watch and count the books at intervals to see that they are all on the shelves. This last means the taking of a regular and careful inventory—the bane of the average librarian. Yet how can he shirk it? Books are valuable property entrusted to his care. If he were custodian of money or funds he would not be let off year after year with the statement that the labor of ascertaining how much remained in his possession was greater than it was worth. One may omit to inventory his private collection, just as he may omit to count the money in his purse, if he chooses, not that of others. And if it is his duty to see that the quantity of his collection remains unimpaired, it is equally so to see to the quality. A library system that counts the books carefully, but esteems a torn and filthy volume as good a unit as one in proper condition, will no longer pass muster.

There are dirty books on too many library shelves. Such libraries are deficient in the kind of system that preserves property efficiently. As for the mechanical plant of the library, the building that houses it, with its fittings and furniture, a proper system, of course, requires that these be kept constantly in good condition. Now, we Americans are impatient of detail: we like to do things in a large way and then let them take care

of themselves. While the Frenchman or the Englishman watches his roads or pavements day by day and never allows them to get out of repair, we build expensive roadways and leave them alone until they are in disgraceful condition—whereupon we tear them up and rebuild them. While the foreigner builds his cities, stone by stone and street by street, so that they are picturesque and beautiful, we let ours spring up as they will, slum jostling palace, and factory elbowing church, until finally we form grandiose projects of reconstruction, cutting avenues here and making parks there—projects which may be carried out and may remain on paper. So I have seen tasteful and expensive library buildings allowed to grow grimy and dilapidated day by day through lack of a systematic plan for renovation and repair. Some day the authorities will wake up and there will be reconstruction and redecoration in plenty—to be followed by another era of slow decay.

The third entity that an efficient system must enable the librarian to conserve is evanescent and almost indefinable. It is difficult to bring system to bear upon it at all, and yet its preservation is of the very highest importance of all, because without it the librarian cannot do the work in his community that every good librarian is trying to do.

Reputation is a fickle thing, indeed. Gained sometimes in a happy moment, it may persist for long years successfully defying all assaults; achieved elsewhere by decades of strenuous application and scrupulous observance, it may vanish in a day as the result of some petty act of forgetfulness or of the stupidity of a passing moment. None the less is it the duty of the head of every great institution to strive continually to attain and maintain it; to increase it if possible and to guard it jealously. There he is in the hands of his subordinates and such system as he may bring to bear may and should be directed toward creating and keeping alive within them a proper *esprit de corps*. The library that succeeds in creating a public impression that it and all connected with it are honestly trying to be of public service, to win public esteem, and to gain a place in the public heart, has two-thirds of its work done already. Its burden is rolled down hill instead of up.

We boast that in our country public opinion is all powerful; but we are often apt to regard public opinion as we do the weather. Its balmy gales and its destructive vortices, its gentle

dews and its devastating torrents, are alike, we think, beyond our power to regulate. Yet, though public opinion may be unjust or capricious, it is usually level-headed. So the library that covets that good reputation which public opinion alone can give it, must so act as to deserve that good opinion. And as one broken cog will throw a whole machine out of gear, so one assistant who does not realize his or her responsibilities in this matter may mar a library's reputation, otherwise well-earned. It is hard luck, indeed, that a librarian, who with the majority of his staff has striven long and well to earn the public goodwill should see it forfeited by the thoughtlessness or ill-temper of some one of his staff. This, however, is the way of our world with its multiple connections. None of us may live for himself alone; we stand or fall with others, and the smallest bit of orange peel may bring down the mightiest athlete to the pavement.

How may the librarian, or anyone else, bring system to bear on such an evanescent thing as this? It is a hard matter, indeed. But can it be denied that a well oiled library machine, one that is quickly responsive to direction and control, one whose parts are as perfect in themselves and as perfectly connected as may be, is least likely to suffer from unfortunate accidents? A librarian whose bad judgment—or whose kindness of heart, perhaps—has misled him into admitting into his machine one false cog may find to his sorrow that this will slip at the critical time, betraying both him and the whole engine that he had hoped to wield for good. Here no one kind of system, no particular detail, alone suffices, but every detail, every series, every combination renders the whole fabric of reputation more solid and more secure. I sometimes think that we Anglo-Saxons are in greater need of the inspiration and aid that we get from records of past intellectual achievement than are some other races. For our intellectual heritage does not come at all from our physical ancestry. We are the intellectual heirs of the Greeks, the Romans and the Hebrews, not of our own Teutonic fathers. We can, therefore, not rely on heredity alone to maintain our intellectual level; we must continually drink from the same fountains through which our fathers drew inspiration. We sometimes think a little contemptuously of what we call the veneer of modern civilization that the Japanese have put on, forgetting that our own civilization is in great part also

acquired, although the acquisition is of earlier date. Moreover, the Japanese have, and retain, intellectual ideals and achievements of their own, having learned from the West hardly more than its mechanics and engineering. On the other hand, our mechanical achievements are our own, our intellectual and esthetic standards are borrowed. Our intellectual status may thus be compared to the electrical condition of the trolley wire, which in order that it may furnish its useful energy to the motor below must itself be supplied at intervals with this energy from an adjacent feed wire communicating directly with the source of electrical power. The feed wire in our case is the library—a collection representing the intellectual energy of all past ages, springing directly from the powerful brains of the masters of mental achievement throughout the centuries. Unless we supply our minds from this, we shall not maintain our intellectual position. Is this the reason why the popular library has attained with us a development that it has never reached in Latin countries, whose inhabitants possess through heredity many of the mental standards of value that our ancestors borrowed and that we must borrow ever and again from the records of the past? We may be sure that this is at least a possibility; and we may be equally sure that the adoption of system, both external and internal, will facilitate both this and all other functions of the library. The statement that "the letter killeth and the spirit giveth life" was never intended to mean that we are to neglect formal and systematic methods of work. The letter kills only when it is spiritless, with the spirit to give it life it does well its part, ensuring that the institution to which it applies shall produce its results, surely, quietly and effectively, with a minimum of noise and effort and with a maximum of output. Let no one, then, deride or decry the formation or the operation of a library machine; we live in an age of machinery—of machines formed by effective human co-operation, as well as by interlocking gears and interacting parts. Rudyard Kipling makes his Scotch engineer see in the relentless motion of his links and pistons something of that "foreknowledge infinite" in which his Calvinistic training had taught him to believe and trust. So may we see in library machinery an aid to the accomplishment of that "far-off divine event" toward which our whole modern library creation has been and is still silently, but no less powerfully,

moving—the bringing into intellectual relationship of each living human brain within our reach with every other companionable or helpful human brain, though physically inaccessible through death or absence. This is the comprehensive ideal of the librarian; no machinery that may work toward its attainment is superfluous or inept.

TENTATIVE PERSONNEL STANDARDS FOR SMALL LIBRARIES

A plea for higher professional standards in small town libraries was delivered by Mr. Herbert Hirshberg before the American Library Association's Small Libraries Round Table at Atlantic City in 1926.

He considers that small town librarians should have an education and training equivalent to those of large libraries and advocates certification as a means to that end.

Herbert S. Hirshberg was graduated from Harvard University in 1900, and from the New York State Library School in 1905. From 1906 to 1908 he was connected with the Carnegie Library of Pittsburgh and from 1908 to 1914 was reference librarian of the Cleveland Public Library, during the same period acting as instructor at Western Reserve University. In 1921 he was appointed librarian of the Toledo, Ohio, Public Library, from 1922 to 1927 he was state librarian of Ohio, and he has since been librarian of the Public Library of Akron, Ohio.

The topic assigned to me presupposes lower or at least different standards for librarians of small libraries than for librarians of medium-sized or large libraries. Perhaps such standards should be different. At the very beginning I shall venture to say that they should not. I am taking it for granted that we are talking about legal standards, standards to be imposed by law or by authority of law of the various states. That hypothesis in turn takes for granted the acceptance of the desirability of state standards for public librarians either thru certification or some similar method. Certification for public librarians has not yet been generally accepted. Limited certification is in force in only a very few states. But after five years

of state work with more or less well-meaning local public library boards I am convinced that we shall never be able to build up an evenly balanced library service until compulsory certification is universally adopted. This is not my subject, however, but what I shall have to say must be predicated upon the acceptance of the principle that the state must provide and enforce standards for librarians as it has for other professionals.

In considering possibilities for standards for librarians we of course immediately compare our own profession with others. Legal standards are set up in almost every state in the union not only for doctors and dentists and lawyers but for many other groups. In Ohio licenses to practice based upon satisfactory proof of competency are required of accountants, attorneys-at-law, dentists, dental hygienists, embalmers, engineers (stationary) limited medical practitioners such as chiropractors, midwives, nurses, optometrists, osteopathists, pharmacists, physicians and surgeons, real estate brokers and salesmen and teachers. As far as I have been able to discover there has been no principle adopted in the licensing or certifying of any of these groups which indicates that a lower standard is required for the doctor who prescribes for the patient in the small town or open country, for the pharmacist who compounds prescriptions in the small town drug store, for the teacher who dispenses knowledge in the small town high school, for the dentist who pulls the small-town teeth, than for their professional brethren who serve the public in larger places. It is true that one expects to find a higher degree of expertness in the larger place, but it is not true that the educational standards for admission to practice to any of these professions are lower for the individuals who apply for a license or certificate to practice and who plan to practice in the smaller place.

Why then do we talk about standards for librarians of small libraries? Is it not as essential, if library opportunity is to be equalized as is other educational opportunity regardless of size or place of residence, that librarians also be equalized? We have been told over and over again, and almost as often as we have been told that the public library is an integral part of the educational system, that public library service is made up of seventy-five per cent librarian and twenty-five per cent books and building. Surely the best and easiest way to equalize service is to equalize librarians.

Perhaps this point in itself is debatable, but I firmly believe that the librarian of the small library who leads a staff of two, three or four needs to know more of the many angles of technical work and more of the resources and use of books at her command than the chief of a larger staff many of whom are themselves experts in their special lines. I concede, of course, on the other hand that many a successful librarian of a small library who does most or much of the work herself might not succeed where she has to direct the work of many others, but here we begin to talk of administrative ability and not of general education and technical training.

Admit then that we need a well-equipped librarian in a small library as well as in a large. What should be her qualifications? We have become accustomed to tell each other and others that the public librarian should rank with the superintendent of schools or at least with the high school principal. I am not aware that there are higher standards imposed for high school principals than for the teachers under them, but by inquiries have discovered the fact that in eighty per cent of the states professional training is required for high school teachers, and that in seventy-one per cent of the states the teachers must have an A.B. degree. Furthermore, these requirements are rapidly advancing. (*South Carolina Education* 6:14 May 1, 1925.) Should we then accept a lower standard for the librarian who serves her, her pupils and the whole public of her community?

In speaking of standards for teachers before the N.E.A. in 1872 a superintendent said: "It is certain that while some scholars may fail when submitted to the test of the school room, no ignorant person can possibly make a good teacher under any circumstances . . . There is a grade of scholarship below which no man or woman is fitted to make a trial of teaching. Above this standard some will succeed and some will fail." Apply these remarks to librarianship in 1926. They stand without argument, do they not?

The Committee on the Classification of Library Personnel just reporting to the A.L.A. says in its summary that "in many of the smaller libraries and particularly in the public libraries where only one, two or three persons are employed, the library workers as a rule do not have the education, library

training, library experience and other qualifications essential to the effective performance of the duties of their positions." I have not the figures for the country at large to support this statement if it needs support, for to me it is self-evident, but I do have the figures for Ohio. Of 180 librarians of tax supported libraries in Ohio but thirty-five have had full college training, and twenty-one have had a one-year library school course.

It is indisputable that the finding of the Personnel Classification Committee is accurate and just, and that a large proportion of the librarians of the small libraries of the country are insufficiently prepared for their work. Small library personnel has been built up in the past and is at present being built up chiefly of home talent. The analogy to teaching still holds. As Cubberly says, "The bright and attractive graduate of the last class in the local high school; the daughter of the estimable citizen; the young lady who needed to help her widowed mother were the natural persons selected to share the public bounty and to teach the children of the community. . . The number of home teachers in school systems is rather surprising. School systems in cities of 25,000 and over, whose elementary schools do not contain approximately seventy-five per cent of home teachers are the exception. The percentage is less in the high schools, ranging between forty and fifty-five percent."* The overdoing of the use of home talent where there are no personnel standards as in the library service is even more flagrant. It is, of course, partly because of poor financing and the inability to pay adequate salaries that home people are hired. Poor support is in itself due to undeveloped public opinion and tolerance of inferior service which goes back in the usual vicious circle to the librarian.

In this group representing small libraries, there are three sub-groups including libraries up to a circulation of 150,000 volumes annually, or serving up to 25,000 or 30,000 population on the basis of five or six volumes circulation per capita. Libraries in the smallest group having a circulation up to 20,000 or serving a population of less than 3,500 are almost too small for independent efficient service, and under ideal conditions should be parts of larger library units, that is, county libraries with a qualified fully trained librarian in general

* Lewis, E. E. Personnel problems of the teaching staff. Century, 1925.

charge. To libraries in towns of 3,500 or over I should then limit this discussion, and I repeat my opinion that college graduation should become the minimum fundamental requirement with technical library training added to or included in the college training. I also reiterate my opinion that a one-year library school course or its equivalent is the minimum professional training desirable.

Now how are we to obtain the necessary recruits and how train those recruited? First, let us begin to think in higher terms of the necessary, fundamental material. Librarianship has been discredited if thought of at all as a possible vocation by the low standards of service to be found in many a small library. Small-town young people accustomed to the public library as a source of supply for tattered fiction or for copying an article from an ancient encyclopedia for school use have had no vital, living example of the work of a librarian and naturally have not turned to the possibility of library work. The lack of library schools and the distance from home of those that have existed have deterred those who might have glanced toward library work as a profession. There has, up to this time, been no concerted effort to change the public mind about librarianship as a pleasant job for a lady who likes books.

Our press is full of items indicating the tremendous increase in college registration. There is surely no dearth of human material. In the thirty-four years from 1890-1920 registration in 913 colleges, universities and professional schools increased nearly six times as rapidly as population. The number of students increased from 121,942 in 1890 to 664,266 in 1924, a growth of 445 per cent. The present annual rate of increase in the number of students enrolled in our colleges is 6.5 per cent. Is it unreasonable to demand that with the proportion of college-trained people so greatly increasing the standards for librarianship should be placed on a scale high enough to enroll as heads at least of our small libraries, only college graduates?

Librarianship is already becoming more attractive financially than teaching. In our state, the salary schedule for high school teachers who must be college graduates ranges from $1,120 the first year to $1,360 the fourth year. Principals and special teachers may receive more up to $1,800 and $1,600 respectively. These salaries are for nine months, of course.

Acceptance of low standards of preparation in librarians has been due in our locality, as elsewhere, to lack of people with adequate preparation. The difference between the cost of hiring a fully trained librarian and one with only high school and possibly summer school training is very slight. The summer school person receives $900 to $1,500 a year, the library school graduate from $1,200 to $1,800 in the small library. It is not usually a question of ability to pay.

I admit the impracticability of applying such standards at once or even within the next very few years. But I do believe such standards are attainable and can be attained by first setting up the standards and then setting up the educational equipment to attain them. Let the world know that librarians are always an educated group, and educated people will come into the profession. Let the tax raisers and taxpayers know that it costs money to run libraries and to hire librarians, and the money will be cheerfully given in return for adequate service. Let young people coming into librarianship know that there is no short cut to the holding of a responsible and remunerative position, and they will make the same effort to secure their education and training for librarianship that they do for law and medicine, teaching and engineering.

The same kind of facilities should be provided to make possible instalment professional courses such as are now supplied for teachers. The so-called Commission type of summer library school should be replaced as soon as possible by schools giving in a series of seasons the equivalent of a one-year course and meeting the standards for one-year library schools set up by the Board of Education for Librarianship. Such schools should as far as possible be connected with colleges or universities so that the work done would be awarded credit.

A glance at the tables in the appendices of the reports of the Board of Education for Librarianship shows that attendance at the library schools is predominantly sectional. Out of fifty-six Ohio students at library schools last year, thirty-six went to Western Reserve and six to Pittsburgh. Out of the toal of sixty-two students at Western Reserve there were fifty-one from the middle west. Of the fifty-six California students at library schools all but three attended

either the Los Angeles school or that at the University of California. A further analysis of student registration would doubtless show that where the school is located in a large city the majority of the students are residents and that, further, most of these and perhaps some others remain to work in the local large city libraries. This fact and the attraction of other large libraries for graduates leave very few of the present product as possibilities for the small libraries. After twenty-five years there are now only seven graduates of Western Reserve Library School heading Ohio libraries. This is not a criticism but an analysis.

The same sort of geographical tendency is seen in analysis of normal college and state university school of education student registration. In the five Ohio state-supported colleges fifty-four per cent of all the embryo teachers come from the local or adjoining counties. All the schools but one, the Ohio State University, are in small towns. At Ohio State 756 of 1,287 students in the college of education, fifty-nine per cent, are from the local county. All this merely goes to prove that it is only the exceptionally blessed financially or the exceptionally determined student who will go even across or halfway across the state for his professional education. Many students whose families will gladly support them while they continue their education and live at home cannot finance a year or two away from home. They choose the line of least resistance and stay at home and become teachers or something else instead of librarians.

If the supply of librarians is going to begin to meet the needs library education must be made accessible to a much larger number. We must create the demand for trained service, the desire to take the training and provide the training agencies. Then by gradual process of elimination of the unfit without injustice to individuals we can arrive at a standard of service in small libraries as well as large which will be potentially at least fair to small library patrons.

To sum up: Standards presuppose certification and adequate state control. Librarians of small libraries should be measured by the same measuring stick as those of larger ones. The fundamental education required should not be less than the requirements for high school teaching. The present library schools are utterly inadequate for the training of a sufficient

number of people for small library service and in most cases are providing very few graduates in that field. Geographical accessibility of schools is an important element in recruiting and schools must be established with this fact in view.

GRADES

Practically all larger libraries have developed some method of grading assistants. Without such class-differentiation, promotion would tend to become arbitrary, and in the eyes of the assistant, at least, to go by favor. The selections chosen for this section show the trend toward elaboration of staff grading.

A GRADED SCHEME OF LIBRARY SERVICE

Lack of uniform grading among librarians rendered comparison so difficult that this tentative outline was suggested by a committee appointed by the American Library Association in 1923. It was presented by Miss Josephine Adams Rathbone, whose library career is sketched in Volume V, *The Library and Its Contents.*

During the past ten or fifteen years the larger libraries of the country have one by one adopted some method of grading the members of their staffs. A recent investigation into the schemes of service for such grading used by the larger libraries of the country disclosed such lack of uniformity among them that comparison of them was difficult. It occurred to the investigator that until there was some measure of uniformity not only could the work done and salaries paid in individual libraries be compared with difficulty, but that there was no adequate basis for a system of certification of the work of the assistants in the larger libraries. This contention was presented at the meeting of the council in Chicago and was received with some expressions of assent. The author of the paper being asked to assume the chairmanship of the A. L. A. Committee on Standardization agreed to do so if the work could be confined to the attempt to bring about some measure of uniformity in library service schemes, provided librarians generally felt that this was worth doing. The name of the committee was changed to Committee on Schemes of Library Service.

The first effort of the committee was to stage a discussion of the whole matter at the meeting of the Council in Chicago. That we might understand each other the following definitions were presented by the committee with the request that the discussion be confined to the fourth point—the standardization of schemes of service.

Definitions of Standardization

Of libraries. The fixing of certain professional criteria or requirements by which libraries of different size, income, type, etc., shall be grouped, the maintenance of which shall be requisite to insure to each library a continuing place in its class. A grading of libraries according to agreed size or characteristics.

Of librarians. A grouping, according to agreed and clearly stated professional qualifications, such as efficiency, education, training, experience.

Of library service. The grouping into grades, according to kind of work done and amount of responsibility entailed, of the different positions in an individual library or library system, and a defining of the duties, the qualifications, and requirements of each grade.

Of schemes of library service. A plan for bringing about uniformity in the grouping of library positions in libraries belonging to the same class and for relating the service schemes of libraries of different classes.

After considerable and, for the most part, favorable discussion of the possibility and desirability of standardizing the service schemes of different types of libraries, the Council unanimously adopted the following resolution:

Resolved that the Council of the American Library Association recognizes the desirability of standardized and related schemes of library service applicable to the needs of public libraries of different sizes and directs the Committee to proceed to formulate such schemes to be presented for discussion at a future meeting of the Council.

The committee now submits for the consideration and criticism of librarians, generally, the following tentative outline of a graded scheme, after which it will proceed to work out the plan in detail. The committee is very anxious for all possible suggestions, and hopes that all the criticisms and objections that occur to readers will be sent to the chairman, Josephine Adams Rathbone, Pratt Institute Library School.

Suggested Scheme of Library Service

Graded Library Service. The graded service shall include all library employees for whom special training in library work is required, except such as are especially included in the non-graded service and substitutes, apprentices, and unclassified beginners.

Grade 1. Junior assistant, general work.
Junior assistant, catalog department, children's department, etc.

Grade 2. Senior assistant, general work.
Senior assistant, catalog department, children's department, etc.

Grade 3. Titles of Positions
- First assistants of large branches and and large departments.
- Children's librarians.
- Catalogers.
- Others.

Grade 4. Branch librarians, smaller branches.
Heads of smaller departments and divisions.

Grade 5. Branch librarians, larger branches.
Heads of larger departments and divisions.

Grade 6. Supervisor or heads of largest departments.

Clerical Service

Grade C 1. Junior clerical workers (pages, addressers, errands and mail distributors).

Grade C 2. Senior clerical workers (typists, copyists, filing clerks).

Grade C 3. Stenographers, financial clerks, bookkeepers.

TRAINING

The pioneers in librarianship were greatly hampered by lack of suitable and business-like employes.

Speaking of small town library administration, Mr. Poole remarked in 1876 that "persons who have failed in everything else are usually the local applicants. Broken down ministers. . . unsuccessful school teachers. . . especially are desirous to distinguish themselves as librarians." In larger communities similar problems were encountered. Lacking outside aid, the librarian was forced to provide at least elementary training and instruction in order to weed out the unfit and to form a workable organization. How drastic were some of the requirements the following selections will show.

An entire volume of this series will be devoted to the subject of training, fully supplementing the brief extracts given in this section.

TRAINING OF ASSISTANTS IN A LIBRARY

This paper was published in 1882 by Mr. F. Vinton, librarian of the College of New Jersey. Catalogers were still considered the only library assistants requiring skilled training, but the author goes a step further in advocating that those who catalog the books should arrange them on the shelves and also assist the student in locating them.

A sketch of Mr. Vinton will be found in Volume IV, *The Library and Its Organization.*

The usefulness of a library depends on the power of readily calling into use whatever it contains. Its catalogue is its soul and the value of every assistant consists in his skill in making or using that instrument. The least instructed may learn to find books by the numbers belonging to them, when those numbers have been copied from the catalogue. But the making of that catalogue (I mean a catalogue of subjects) demands high intelligence. How assistants may be trained, in making and using it most effectively, is the problem before us.

Two things, I think, are chiefly to be required: *accuracy* in reporting the real contents of a book; *discernment* in aggregating titles into sections, representing topics of inquiry.

The demand for accuracy in copying titles seems, it is thought, to imply disrespect for the intellect of the copyist. Every one thinks he can catalogue books, and every one makes mistakes in doing it. The printed catalogue of the Astor Library was made by a learned librarian, who could not trust anybody else in doing it. He wanted *practice;* and that catalogue swarms with every species of error. His intimate friend, George Ticknor, who gave the last years of his life to the Boston Public Library, and who often found errors in what *we* thought perfect work, used to observe, "They do say that I have uncommon luck in falling upon mistakes." It was not luck, but the accurate working of his mind, polished by a life of study, which instantly perceived imperfections or inaccuracies

of statement. I have read of a cabinet work so skilfully joined that the seams could be detected only by a blind man's delicacy of touch. Accomplished scholarship, or long-practised criticism gives like fineness of perception; and it is of priceless value in a library.

How, then, shall cataloguers be *trained* to accuracy? In this, as in the acquisition of languages, I hold that it is useless to burden the memory with a multitude of rules, the sense of which can hardly be perceived till after long experience. Let the first task be simple, and let the cadet have a code of rules on hand, to solve his difficulties as they arise. Of course, all work done by the recruit will be revised; let his errors be noted in red ink, and his manuscript be returned, that he may see them. Another time, let the reviser affix to the manuscript numbers corresponding to those rules in Cutter's manual which have been transgressed, and let the cataloguer do his work again, agreeably to those rules. After some familiarity with that code has been acquired, let his work be returned without remark, except that *something* in it is wrong; and let him be required to discover and amend it. A *repetition* of this request in respect to the same work will sharply pique the pride of a spirited pupil, and prove the most salutary discipline.

A student with Agassiz relates that, having had a fish given to him to examine, he thought he had observed all that was to be learned from it by an hour's inspection. The naturalist, however, having heard what he had to say, assured him that he had not perceived at all the distinguishing feature of its genus. Again he scrutinized the creature with the same result. "But what shall I do?" asked the neophyte. "Look, look!" said the veteran; "it is right before your eyes." The rest of the morning passed in fingering the shiny ill-smelling monster before he found what to the professor seemed so plain. But, in discovering it at last, he had made his best step in zoology.

We have taken our cataloguer three steps upward in his ascent. Let the fourth be that he revise the work of another, who meanwhile, revises *his;* it being understood that both will be examined afterward, by a critic more skilful than either. The faculties of all three will now be strained in competition, and the code soon be familiar to all. Nothing is more worthy

to be called "an education," than the final result of such a training. For catalogue work involves problems far more difficult than transcription. In its higher levels questions of advanced scholarship arise. The learning of a lifetime may be required to ascertain a date or identify an author, or demonstrate a fabrication.

Discernment is the second demand to be made of a bibliographer; but for its acquisition rules can scarcely be given. Cross-references exact the power of perceiving the main drift of a book, and briefly expressing its design. Sometimes even, it is necessary to distinguish between the author's intention as expressed in the title, and what he has really accomplished in his work. Misjudgment here may do twofold harm; it will disappoint him who resorts to the book for what it does not contain; and it may wrong the author by not letting him do the good he meant. Many books contain matter not indicated in the title; and the subordinate parts may be of more value than the main design. So heterogeneous are some that justice cannot be done them in a single phrase; and this difficulty is greater when the language is ancient or foreign. In preparing his work for the printer, the cataloguer has also to assemble titles referable to the same author, and to discriminate among authors having the same name. In doing this he must not lean on a single authority, but assemble as many as possible, interrogating each by considerations of intrinsic probability. Happy is he who finds that discerning men have been over the ground before him, and left behind them a track of light.

He who has catalogued a collection of books should locate them on the shelves. The arrangement there should express the discriminations made by cross-reference. It should be possible to read the whole subject-catalogue in the binder's titles as arranged in the alcoves. For purposes of research, access to the shelves is desirable to the student, however deprecated by the librarian. But misarrangement there neutralizes this privilege. Misarrangement is chaos; judicious location is light out of darkness. Wise location can only spring from thorough knowledge of the whole. It is plain, therefore, that much science and high qualities are required.

He who has done these things well, and who readily remembers what he has done, is the fittest man to assist inquirers after knowledge. This is the service of highest usefulness in

a library. The public *cannot* be admitted to the alcoves. In a great collection, the cataloguer and arranger of a section is the proper intermediary between the public and the shelves. It cannot be expected that one person can render this service in respect to many large departments. Specialists must be thoroughly trained and kept in place as long as possible. They only will be likely to comprehend the inquirer's special need, and perhaps to open his eyes on landscapes unseen before. Such officers will be valued and admired by special students, and may be correspondingly happy, from the consciousness of usefulness.

ORGANIZATION AND MANAGEMENT OF A LIBRARY STAFF

In this paper Dr. Hill of the Brooklyn Public Library discusses the qualifications and duties of library assistants and considers time records, leaves and absences as well as general problems of organization.

Frank P. Hill was born in Concord, New Hampshire, and received his B.A. degree from Dartmouth in 1876. In 1906 his college gave him that of Litt.D. He was librarian of the Lowell, Massachusetts, Public Library from 1881 to 1885, and of the first free public library in New Jersey at Paterson in 1885. In 1889 he became librarian of the Newark, New Jersey, Free Public Library, and since 1901 he has been librarian of the Brooklyn Public Library. Dr. Hill was president of the American Library Association in 1906 and has lectured and written widely on library matters.

The usefulness of a library depends upon the efficiency of assistants and clerks employed, for upon them devolves the duty of meeting the public and its demands. The institution relies upon its assistants for its reputation at home and abroad; and it is unnecessary to say, therefore, that the staff should be organized and managed on a business basis, in the interests of the library and the public.

It is quite essential that there should be only one head, and that he should know his business. The executive officer must not be arbitrary, but must expect to have it said of him, if he keeps the institution up to a proper level, that he is exacting and hard to please. Even at the expense of popularity, the librarian must "keep at" his assistants if he wishes to secure system and order. He must maintain the high standard of excellence and duty of the staff by watchfulness and at the risk of being considered fault-finding. He should be strict, showing no partiality to relatives or friends, and should have no

favorites on the staff to receive favors. It is his duty to bring to the notice of the staff not only the good things done, but any lapses which have occurred of such a general nature as may be named without hurting the feeling of any individual.

Two classes of employes with whom the wide-awake, progressive librarian is unpopular are, first, those who shirk their duty; second, those who, though doing their duty to the best of their ability, lack system and order, yet do not want to be found fault with.

I am not called upon to define the duties of assistants, or to answer question as to whether they shall learn all library work or only the work of one department, inasmuch as libraries differ as to details; but rather to consider how to keep those assistants to their duties.

The ideal assistant should be willing to do whatever is asked of her. She should be always courteous and polite, good-natured and obedient, accurate, systematic and orderly, prompt and regular, attentive and faithful, enthusiastic and forbearing, and above all things she should possess adaptability. It is better to be over-polite than overbearing, and the assistant must be impressed with the fact the she is a servant of the people, submitting many times to inconveniences and sometimes to insult, but never allowing the visitor to receive anything but the best attention.

There are few ideal assistants and fewer ideal librarians, therefore we shall speak of the ordinary mortal who takes a position in a public library.

Courtesy and Politeness.—It is quite essential to good government that there should be an *esprit de corps* so pronounced that it will be noticeable to those who come into the library. Even though there may be some little jealousies—and they cannot be avoided where 20 or 30 women are gathered together—still it is possible to keep the knowledge of them from the public. A cheerful "good-morning" and a happy "good-night" are appreciated even by a dyspeptic.

Quoting from the writer's paper on "Library service" as prepared for the World's Library Congress: "What might be called 'class-friendships' are [often] formed, wherein those of a higher grade look down on those of a lower, and as sometimes occurs, do not want to associate with or do the work of

the other. If allowed to remain, such a spirit breeds continual dissension. Pluck it out at once, even at the cost of hard feeling. When self is cast aside and all are working for the common good, the result is pleasing alike to the public, the trustees, and the staff. The members of the staff should keep in touch with each other as well as with all departments of the library. Good feelings produce good results. It is an excellent thing to bring the staff together (outside of library hours) to discuss library matters and better still to meet socially on an occasional winter evening."

If such care is necessary toward those with whom we associate daily, how much more is it necessary toward the public who come to the library for business purposes! There is not an individual among my readers who does not have his or her favorite clerk with whom to trade at the store, and the same rule applies to patrons of the library. If we are not good-natured with our co-laborers, obedient to our superiors, and courteous and polite toward the public, resentment will be visited upon the library employes and management.

System and order.—"A place for everything and everything in its place" is one of the first rules to learn, and should be the motto of every aspiring assistant. To aid assistants in living up to this motto certain rules are essential.

Rules are made to be kept and not to be broken, and are for the whole force and not for a part of it. They are made because they are wise, just, and fair to the public and assistants alike. They are necessary for the good order, government, and organization of any library staff or any business enterprise whatsoever.

Rules as plain as the nose on one's face are easily obeyed. Others that should be as plain are skipped for no reason whatever. Large rules are obeyed; it is in small rules and small things that lapses occur. It is necessary to iterate and reiterate these small rules in order to impress the necessity for observing all rules.

Sometimes one is inclined to do things in a little different way when there is no crowd than when there is a rush. This will not do. Time saved when a crowd is present is worth a great deal to the library and to the public, but not at the expense of system and accuracy.

Nor can rules be broken quietly when there is no crowd.

If this is done, the individual deriving the benefit is quite likely to expect the same special favor in spite of the crowd.

Some think they may break a rule just a little, and some think that they may break it and no one else on the staff ought to break it. The only safety is in having rules for all and living up to them. One who is not satisfied to obey the rules as laid down should not make rules of her own, but should quietly take her departure.

The executive head expects assistants to have such knowledge of their own particular work that they can suggest improved methods of doing that work, and such suggestions are always desirable and pertinent. The librarian is always ready to adopt the best and easiest way. If the assistant thinks her way is better than the one adopted she ought to advise with the executive officer, or the one at the head of her particular department, before adopting it, in order that there may be unison. It is not safe to take too much for granted. A few questions asked of the authorities will save many little heartburns.

From the "Public library handbook" I quote: "If the library authorities have established a certain way of doing a thing, make up your mind that in all probability there is a reason for adopting that sytem, and so determine to understand it thoroughly and follow it faithfully. The end and aim of every sytem is order and economy; to keep apart things that ought to be apart, and to keep together things that ought to be together." Work should be left so that anyone can take it up and never at loose ends.

A high standard is necessary, and assistants must expect to be corrected and spoken to when mistakes are made, and should not "get sulky" when attention is called to such mistakes. If one does not want to be found fault with, the best thing to do is to perform the prescribed duty or resign. It is better to accept criticism and correction in the spirit in which they are given than to resent them.

If attention is not given to the rules as laid down by the trustees and librarian, one must expect to have fault found, but it is very much better to submit to what may seem stringent rules than to take the government in one's own hands. Assistants must understand that the one in charge of any department is to be obeyed and has authority to enforce

discipline. The heads of departments should be backed up by the librarian. In short, obedience is one of the chief foundation stones of the library organization.

ACCURACY.—Mistakes will occur. Nobody knows this better than the librarian, who also knows that attention must be called to these mistakes whenever and wherever they occur, in order that they may happen as seldom as possible, the great consideration being to reduce mistakes to the least possible number. To insure accuracy in records the initial should be used in all possible transactions, so that errors may be traced and corrected.

There are those who believe the librarian delights in detecting errors, in finding fault and in administering reproof; that when he is inspecting the library with an attentive ear and an observing eye it is for the sole purpose of picking flaws. Don't be misled; don't be suspicious; such is not the fact. No one knows better than he that praise and encouragement are good and necessary stimulants, and he is, or ought to be, willing to use them freely.

FAITHFULNESS AND ATTENTION.—By attention and habit one is surprised to find how easy it is to do naturally the right thing at the right time—to give the right answer to the right person.

Make yourself familiar with all details of the work whereever possible. It is better to respond to a call twice and find that the person has been attended to than to learn afterward that the person had waited a long time for some one to come.

Do a little more than your share.

ENTHUSIASM.—There will always be some on the staff who are at work only for the money they get out of it. From such people one need expect very little enthusiasm and very little real, good, downright hard work. In most cases the attendant who comes to the work when young—at 18, or even younger—is likely to have more love for the work, to understand better the real ideas of discipline, and to become more enthusiastic than one who takes up the work at 30, or later. The latter, if she has never worked before, is more inclined to go her own way, and to be a little forgetful of the necessity for rules and regulations than would be the case were he younger.

TIME RECORD AND HOURS OF LABOR.—The library requires and is entitled to so many hours a day, and to say that assistants should meet this requirement is merely stating a business truism.

The average day should not exceed seven hours.

These hours are short, and one should expect to work up to them closely. Nine o'clock means at work at nine, and not in the building at nine.

A time record is necessary, and should be kept on honor if assistants will do it; if not, a time-clock takes the place of honor. Until an assistant becomes accustomed to regularity she is quite likely to think that five minutes is not of special importance to the library, particularly if she is coming back five minutes ahead of her usual time, forgetting for the moment the inconvenience that such change, without notice to the proper head, is likely to make to the other assistants. System must be maintained. If one assistant comes and goes in the fashion mentioned she disarranges the system and incommodes the others.

Arrival and departure should be put down day by day, and not left for two or three days. If one comes in five minutes early the record should be made at the proper time and not at the real time of arrival, for it infrequently happens that one goes to work *before* the hour set.

Promptness and regularity, therefore, are prime requisites.

Members of the staff should not spend time in talking to friends. You are not expected to sit down with those friends and talk over family and social matters in library time, and at a busy time should not stop to talk, but ask to be excused. At such a time the business obligation is greater than any social one. It is hardly necessary to say that constant conversation should not be carried on among assistants who happen to have work away from the delivery-desk or the head of any department, any more than they would be expected to look out of the window at every passing vehicle, because both are a waste of time.

CONCLUSION.—Assistants should be allowed time for illness and occasional absences for a short time without the loss of pay, where it can be made up without injury to discipline or to the work, and should be allowed to change with others. Assistants should feel that they can have an occasional leave of

absence, and that they are not tied to the grindstone so closely that there is no relief. Absence for one-half hour or more for a good reason should be made up without loss of pay.

When absent regard should be had for others, and reasons should be sent to the librarian without delay.

Assistants should also be allowed to come in at any time outside of their own hours to learn work in other departments than in the one to which they are assigned. Promotion should be made from grade to grade whenever merit warrants the filling a vacancy through such promotion.

The easy-going librarian is complained of more than the opposite kind. If good results are obtained in any library they must come through the hearty co-operation of trustees, librarian, and the staff.

"There is no more important function of the executive," says Mr. Crunden, "than that involved in his relation to his staff. It is, indeed, the very sum and centre of the executive department, for all orders of the board, as well as all action lying within the librarian's initiative, must be executed through assistants, and the effective organization and oversight of his staff is therefore the prime duty of the librarian as executive officer. Much of the success of the library, as of a business house, depends on the effective organization of the staff. The librarian should take a personal interest in his assistants down to the youngest page. He should encourage them in self-improvement, he should fairly and favorably represent them to the trustees, securing as far as possible their dues in hours, opportunities, and salaries. It also goes without saying that he should stand between his assistants and unfounded complaints or unreasonable criticism from the public."

APPRENTICESHIP AS A MEANS OF LIBRARY TRAINING

At the American Library Association conference held in 1898 at Chautauqua, New York, Mr. W. I. Fletcher of the Amherst College Library contrasted apprenticeship with technical training, and suggested a combination of methods.

A sketch of Mr. Fletcher is given in Volume II, *Library Work with Children.*

By apprenticeship here is meant, as I understand it, training in library work by doing library work, as opposed to the idea of training by special study.

On the face of the matter, apprenticeship has a great, almost overwhelming, superiority—it is *practical.* It generally involves what is called beginning at the bottom of the ladder. In its favor may be cited all the cases of successful merchants who began by sweeping out the store and carrying parcels, the railroad presidents who commenced as firemen, and the Lord High Admirals who first shipped as cabin-boys. The rough school of life has proved an admirable school for all these men, and they can doubtless better direct the labors of multitudes of men because they have themselves been in these men's shoes. So, in favor of apprenticeship for librarians it can be said that any man is a better librarian for having had experience at pasting labels in books, running through stacks picking out books for the patrons of the circulating department, dusting books and cleaning shelves, copying old shelf lists, opening parcels of books, and at all the minutiae of the commonest daily routine.

There is truth in all this, but there is also much truth on the other side. To offset the advantage of such experience as the "apprentice" has must be placed the fact that he must spend many hours and days doing over and over work in which there is no longer any training value except that which comes from the patient performance of tasks no longer

interesting. Could the "apprentice" pass from one kind of work to another so fast as the former has lost its instructive value to him, apprenticeship would approach much nearer an ideal method of training. But it must be admitted that if the time spent on this repetitious performance of one task and another after it has been deprived of its educational or training value could be devoted to study it would count for much more as a preparation for the future.

Undoubtedly to many in the future, as it has done to those in the past, apprenticeship will offer the only means for training, owing to the exigencies of the case which require an immediate means of support.

But after all there can be no more reason for commending the apprentice system as superior to the technical school system in library work than in other occupations.

We now believe in giving the boys who are to be electricians, as well as those who are to be ministers, the best general and then the best technical training available. None the less must "apprenticeship" as a means of library training, fine as its results have been in the past, yield the palm to the more philosophical and more truly effective system of the library school.

SOME GENERAL RULES AND SUGGESTIONS FOR A LIBRARY STAFF

This is a part of a contribution made to *The Library Journal* in 1902 by William H. Tillinghast of Harvard. While applying chiefly to college libraries, it includes general rules and regulations.

William H. Tillinghast was born in New Bedford, Mass., and received his A.B. from Harvard in 1877. During the years 1878 to 1880 he studied at the University of Berlin. In 1882 he became connected with the Library of Harvard College, first as an assistant and later as assistant librarian, which post he filled until his death in 1913. Mr. Tillinghast translated and enlarged Ploetz's Epitome of Universal History, and was a member of the American Historical Association.

To achieve good results the administrative force of a library, though it consist of but one person, must have a reasoned and approved habit of work. Where the force is small this habit of work is not commonly formed into a code of rules, but as the force grows in number the introduction of division of labor, the multiplying of detail, the greater diversity of individuality, the increasing remoteness of the subdivisions of the staff from one another and from the center of control, the frequency of change in personnel, combine to make necessary a definite statement of the customs and methods of the library that shall serve as a guide and standard with which every member of the force can become familiar. Under such conditions the introduction of written rules becomes a requirement of the business, in no way casting an imputation upon the staff. Indeed it is not to be supposed that any body of library workers will partake of that sensitiveness in regard to rules or laws which is so sure a sign of immaturity.

In Harvard College Library tradition had long taught what was permitted to the staff and what not, just as tradition had

taught the methods of work—how to enter this or that, where to insert or where to omit a comma, or when to make a subject entry in the author catalog—though tradition has sometimes been troubled to explain the why of its dictums to a new assistant of an inquiring turn, or to set forth satisfactorily by what steps a "blue" card has come to be, occasionally, one with a red line across it and a "red" card one with no line at all. In the process of compiling rules for cataloging and for other branches of the work it appeared that there were certain rules binding on all members of the force which might to advantage be formulated apart from the special rules, and certain suggestions about methods which might well be joined with them. These rules and hints were therefore set down, submitted to the heads of departments and to the more experienced assistants, and thus gradually extended to cover the more important part of our work. Growing in this manner by accretion and representing two differing aims, the fact that they were not intended for publication hardly needs mention. Notwithstanding their defects, since other libraries have similar rules and perhaps the same need of codifying them, I am glad to avail myself of a suggestion that they might interest readers of the JOURNAL, and present them in the hope of getting help from the experience of others. They have been somewhat modified by omitting such as applied to customs peculiarly our own, and by giving to some paragraphs a general expression.*

Regular attendance is necessary, and a full day's work is expected of everyone. Begin work promptly, avoid interruption as far as possible, stop promptly at the closing hour. The entries on the time card are to be the times of actually beginning and quitting work, not the times of entering or leaving the building.

The time allowed for luncheon is an hour, to be taken between 12 and 2:30, and should not be exceeded; it is recommended, on the other hand, that it should not be greatly curtailed. The hours for luncheon are adjusted by heads of departments so that the necessary routine of each department may be properly carried on.

* The chief administrative divisions in Harvard College Library are the Ordering Department, Shelf Department, Cataloging Department, and Department of Circulation. A large proportion of the assistants are paid by the hour.

Absence without notification interferes with the proper arrangement of the work. It is necessary that everyone before taking time off shall consult the head of the department. In the case of unavoidable, unexpected absence, notice should be sent if the absence continues beyond the first day.

Vacations are not to exceed five weeks without special arrangement, and are to be taken in the summer. The schedule of vacations is arranged for each department by the head of the department in such a way that there shall always be present one or more persons competent to meet the ordinary calls made upon the department in the course of the usual summer work. The schedules, so adjusted that the vacations of one department shall not hamper to an unnecessary degree the work of any other departments, are submitted to the librarian for approval before they are considered settled. Changes in the approved schedule can be made only by special arrangement.

The order in which books are to be taken up is important; so far as the order is prescribed it should be exactly followed, and beyond that it should be the subject of careful thought, bearing in mind the probable demand for the books, their relative chances of injury or misplacement, and the requirements of other departments. As a rule very large and very small books, manuscripts, loose maps and plates should be sent rapidly through all their stages. On rare occasions delay may be judicious, as when an accumulation of books of one sort or on one subject may be treated more economically together than separately, or when a difficult work may to advantage wait for the arrival of a special reference book.

As the books received pass through the various administrative departments in the process of preparation for public use the heads of the department are responsible for them while in their departments, responsible for their being kept safely, forwarded rapidly, and found promptly when needed in process. In the same way each worker to whom books are assigned is responsible for them to the head of the department until they have been transferred in the proper manner to another person. It should be understood that every book is to be producible at any moment during the entire process, and is to be produced at once for use in case of real need; the other departments are to work for and not against the

circulating department in this matter, and the circulating department, on the other hand, should be careful to limit its calls to cases of real need and should take pains to see that a book taken out from the regular process is returned promptly and to the person responsible for it.

Make it a habit in receiving books to examine them for the cards and slips that ought to be in them, and if any are missing at once hunt them up. Before sending books along see that all the required cards and slips are in place. Make it a point to know what should accompany a book when it is in your charge, even though your work may not be concerned with the material.

Let all assistants examine at regular, stated intervals all books in their charge; they can thus put their hands at once on any book that may be wanted, and none will become unintentionally a transmittendum on their shelves.

Heads of departments should examine at intervals the books in charge of the members of their departments.

The books on the shelves of each assistant should be arranged, and kept arranged either alphabetically or by special numbers, and the system should be the same for the whole force.

Any injury done to a book by a member of the force should be reported at once to the head of the department, and any injury discovered in a book should be reported at once by the finder. Books injured beyond repair should be marked to show that the injury was done before the book was loaned.

Quiet is necessary, or highly desirable, for concentrated attention. Unfortunately most forms of library work require more or less consultation. Nevertheless each one can and should exert an influence for quiet in the work-rooms. Make consultations as short as possible, and remember that while a word or two now and then for recreation is all right, conversations, especially if not on the work in hand, are entirely out of place in working hours. Some persons may imagine that they can talk and work at the same time without loss of efficiency; such a one is probably self-deceived, but even if the supposition were correct, it should be considered that other persons within hearing are probably not so favored by nature that they can listen and work to advantage. Visitors should never be received in the work-rooms and persons having errands to other departments than their own should make them

as short as possible.* Whispering is peculiarly fatal to attention and should not be permitted, necessary speaking should be in low but natural tones.

Avoid hurry; it begets inaccuracy and a double waste. Forethought, accuracy and steady application will ensure rapid work.

Be methodical; good routine saves much time. But be always ready to sacrifice routine to special needs. The object of all the work is to meet the needs of those who use the library.

Keep order among implements as well as among books. Disko Troop, according to Mr. Kipling, insisted that things should be "kept sep'rate," and the rule is a good one in library work. Time spent in keeping a desk in order is well spent. Cards should not be left scattered about. Rubber bands and clips save time.

Reference books are not to be kept at one person's desk longer than immediate need requires. If a book is needed constantly for an hour or more a block with the name of the person using it is to be put in its place, even if it is a book seldom used. This applies to books kept in the work-rooms for use of the assistants.

No book is to be taken from the stack and kept at a desk over night, or for any length of time, without being replaced by a block, or charged at the charging desk.

Books borrowed from the reading room are to be returned to the officer in charge of the room by messenger and not left to be put back in the regular distribution of books.

Books or cards should not be left at another's desk (outside the regular and understood routine) without a note of explanation, or, if that would be too long, the name of the person leaving them should be given.

Take pains to push in catalog trays after using.

Take pains to fasten the rod that holds the cards whenever cards are removed or replaced, and form the habit of noticing whether the rod is fast whenever using a tray.

Persons finding cards out of place should not themselves correct the error, but should report it according to rule.

* In college libraries the order department will often be practically a public office, and it should on this account occupy a separate room.

No one not a member of the catalog department should take cards from the catalog except by special direction of the head of that department.

When using the catalog members of the force should carefully avoid interfering with readers who may be consulting it, but should be ready to give assistance whenever it is needed, either by answering inquiries or by referring the inquirers courteously to the proper officer. Employment in a library confers no privilege but is an obligation to interested service in behalf of those who use the library.

Uncataloged books in any department cannot be taken out, even by members of the department, except by express permission of the head; books so taken out must without exception be returned to the head of the department the next morning.

There should be a definite rule, which should be carefully enforced, in regard to the length of time a book must be in circulation before it may be taken out by a member of the force, and the length of time it may be kept.

Do not spend time in doing what can be done equally well by someone who is paid at a lower rate.

Checks indicate that things have been done. Never make a check before you have actually done the thing that it indicates. Do not make a collating check until you have finished collating the book and know its condition; do not begin cataloging a book by making the cataloging checks; wait until all the work of cataloging is done. Any other practice destroys the value of the check and injures the reputation for trustworthiness of one who adopts it.

THE LIBRARY WORKER SPEAKS OUT

A plea for the untrained worker read by Constance Bement at the American Library Association's Small Libraries Round Table at Atlantic City, New Jersey, in 1926.

Constance Bement received her library training at Pratt Institute in 1910. She is director of the Extension Division of the Michigan State Library with headquarters at Lansing, Michigan.

Our general subject for discussion is what training is desirable for librarians of small libraries and what is obtainable, and it is my province to represent the worker.

I have wondered just what the library worker would say, if she should suddenly become articulate. My own feeling is that if she should speak, she would say, "I am the most isolated worker in any profession, and I quite frequently wonder whether even the most sympathetic librarian in a larger field can really understand my problems. And if satisfactory standards of professional training are going to be worked out for me, the two points which I have made must be carefully considered." I believe that our worker is right and that if we are going to give her status the proper consideration, we must first consider who she is.

And who is she? Generally speaking she is probably the only philanthropist which her small town affords; not always, of course, but more often than not she works for $1.50 a week and furnishes her own "oil and glue." Perhaps she is a married woman with a child and a husband who is constantly on the road. Sometimes she is a person who is tied to the small town by her family and prefers to wear out rather than rust out. Then there is the woman who must support herself with a variety of odd jobs, because there is not a great enough market for any one of her products. And last but not least, there is that rare soul who works for the good of the cause, and many others besides. What, then, have these variously selected persons

to contribute to library work as a whole; what have we a right to demand of them in the way of professional training, and what have we to offer that fits their needs?"

Ethel M. Fair, in "A Unit for Library Service," published in the *Wisconsin Library Bulletin for* July 1925, says that "library service" is not possible in a town of less than 4000 inhabitants, and she is undoubtedly right, tho I believe it is quite frequently approximated. And here again I wish to emphasize the first point that our worker has made, that she is completely isolated. Even the most obtuse school director knows vaguely what the school is for, but how few users of the average small library have any comprehension of the real meaning of library service. Probably our worker herself does not comprehend the full significance of her task, but she is very conscious of her shortcomings, she also realizes that there is an easier and better way to meet her problems, and she would gladly welcome any training helps that were not put beyond her reach, and were adapted to her needs.

At the present time there are very few summer courses which will accept an applicant who hasn't a high school diploma and a certain amount of experience. And the standards are still being raised. In some instances we are told that perhaps next year our junior assistants will not be eligible for the short course unless they have had some college work. Where does such a situation leave us as far as the totally untrained worker of the small town library is concerned? What are we going to say, for instance, to one of our best workers, who, we shall say for the sake of argument has not had as much formal education as the law requires, but has a background of European travel, knows more about birds and trees and flowers than I could ever hope to know about any one of them, and what is more has shared that knowledge with every child that comes to her library? I do not know of many libraries that are so vital a part of the community as this one is, yet technically speaking that librarian would not be entitled to entrance to any of the training courses now being offered. That there are many others of the same kind I am sure. Our librarian does not need hair-splitting instruction in cataloging, I rather think she would scorn a shelflist, but she has an orderly mind and would be grateful for help in the simplification of her routine. And she desires a broader outlook on her work and a common meeting ground where she can discuss her problems.

In Michigan there have been two interesting developments of late, which very broadly speaking might be put in the class of training agencies. One was a conscious, the other an unconscious development. The latter was developed by the workers themselves in an effort to overcome the isolation of which I have spoken so often. In one of the counties there were two very energetic librarians who frequently went to the state meeting together, but found that it was a long time from meeting to meeting and wished that they could get together oftener. Then one or both of them had an inspiration, and they decided to form a county organization. There were three other libraries in the county, and they were invited to join. They meet every other month and would like to have other libraries in the county so that they could meet oftener. It really is a great piece of cooperative work; the richer libraries loan their professional magazines, *Reader's Guide* and expensive tools to the less fortunate ones, they exchange groups of books to bring variety into their book collections, and jointly they put on an exhibit at the county fair to sell the library idea to the entire county. But even more valuable than a piece of cooperative work, has been the work of this association as a training agency. Here they have met on common ground, each has contributed something to the solution of the other's problems. One, an expert mender, has helped those less expert with their hands; another passed on her knowledge of temporary magazine binding, and still a third has shown them the value of pamphlets as reference material, and so forth. But more than anything else it has given them an outlook upon library work as a whole, not just their little part of it.

To accomplish something of the same kind, the Extension Division of the Michigan State Library held a Library Institute in connection with the Michigan State College this summer. This Institute lasted two weeks and we called it a conference. It was in the nature of a "glorified round table" as some one said. Our main idea was to give the people who attended some vision of their work, and many of the outstanding librarians of the state were drafted for service. The work was not at all instructional in character, everyone in the group was urged to express herself freely, and opportunity was given everyone to discuss her special problems with the person best fitted to help her. Practical library housekeeping and "Books" were the subjects stressed. Practically everyone attending the conference

had had more or less experience but no training. One at least of those attending the Institute, who had a previous summer course, got more from the Institute, for what it gave her was related to her actual experience and not just theory. One thing that was greatly in the Institute's favor was the time element. Two weeks is all the vacation some of us get, and two weeks is about as much as the mother of four can take away from her family. Then, too, it dissipated that sense of isolation.

We had a registration of fifty-one at our Institute, but that, of course, did not represent a continuous attendance. Many came in from nearby libraries, some only for a day, others for two or three. A library institute is hardly a panacea for the training problem of the librarian of the small library. It is not at all practical for the inexperienced worker who has no library background, but it will stimulate a certain number of them to take real training, and those who cannot do that will come back again for renewed enthusiasm and that sense of well-being which one gets from contact with a group, all of whom speak the same language. And so, I repeat, that which the worker in the small library wants and needs is less isolation and a more comprehending discussion of her immediate problems.

CERTIFICATION

According to the *Survey of Libraries in the United States,* recently published by the American Library Association, seven states, (California, Ohio, Oklahoma, Tennessee, Texas, Utah and Wisconsin) have laws which make provision of some kind for the certification of librarians, but in none of these states is certification of assistants compulsory. New York, California, Iowa and South Dakota have voluntary systems of certification which provide for various grades of library workers.

The question of library certification is one regarding which the profession has been considerably divided, and numerous arguments have been advanced both for and against it.

STATEMENT OF THE COMMITTEE ON STANDARDIZATION OF LIBRARIES AND CERTIFICATION OF LIBRARIANS

A committee was appointed by the A.L.A. in 1917 to consider standardization of libraries and certification of librarians. This committee, consisting of Adam Strohm, Electra C. VanDoren, Jessie F. Hume, Hiller C. Wellman and P. L. Windsor, presented its report before the A.L.A. conference at Louisville, Ky., June 13th, 1917. The report gives a full statement of points for and against certification and indicates what steps have already been taken in that direction.

At the Chicago midwinter meeting of the Council, provision was made for a committee of five to take up the question of the standardization of libraries and librarians, the certification of librarians, and the definition of "assistant librarian," etc. The committee was completed in April, but the members are widely separated geographically, and it has had no opportunity for a meeting until the time of this conference; however, the members have done a good deal of preliminary work by correspondence and the statement which is submitted to you tonight is to be considered not so much as a report with recommendations from the committee, but rather as a statement of such phases of the problem as have been brought out in this preliminary correspondence of the committee, and in previous discussions within the profession. The chief purpose in making the statement is to give publicity to the plans of the committee, to invite discussion of the various proposals which are sure to come before it, and to bring out suggestions concerning any angle of the problem which is not yet adequately before the committee.

In addition to the discussions of this topic which have appeared in library periodicals, your committee has had the use of manuscript material gathered by the Ohio Library Association

committee on standardization of library service, 1916, Electra C. Van Doren, chairman; and has received suggestions from librarians, especially from W. R. Eastman and Clara L. Abernethy.

In this statement we will consider chiefly the classification of libraries; nomenclature, or the titles of positions; and certification of librarians.

Let us take up first that subdivision of our subject which may be called standardization of libraries. We know what a standardized or approved college or high school is; for example, a college or university may be graded or classified into any one of two or three or even four groups; class "A" meaning up to the prescribed standard; class "B" up to standard except for certain deficiencies; class "C" a somewhat lower grouping; and class "D" a group distinctly below grade. Medical schools were graded somewhat after this fashion a few years ago with very positive and beneficial results to medical education. High schools are sometimes graded similarly. Libraries are a different sort of educational institution and some of us will question whether it is practicable to fix definite standards by which they can be classified. Nevertheless, libraries are an educational agency and tho the task of grading is undoubtedly a difficult one, it would be advantageous from many points of view for a library to know that it was up to a generally accepted standard. A library that was not up to the required standard would then have to face a professional and a local public opinion which would probably lead to an improvement in its standing.

The University of the State of New York as long ago as 1894, adopted a statement of "Minimum requirements for (a) proper library standard." This statement was adopted originally by the Regents as a test in the registering of free libraries seeking state aid. It was stated in general terms, and applied to large and small libraries alike, except that the required hours of service were modified according to population. Otherwise there was no "grading" or "classifying." The only words in this statement relating to the quality of the librarian was the requirement that the library be "in charge of a competent attendant."

If a state library commission, for example, desired to proceed further than New York has in grading its libraries, it would presumably proceed on some such lines as these: First,

cities or townships or counties might be classified by population, or by population and taxable value considered together. This preliminary classification would throw libraries of cities of comparable size and wealth into one class; presumably the recommended standards of library service would be somewhat different for libraries in cities of these different classes.

The value of a library to its community would be the principal basis of the classification of that library, but some score card of definite "points" would have to be agreed upon as serving reasonably well as a measure or test of a library's value to its community. For example, such information as the following might be called for and weighted on such a score card: The total income of the library in relation to values; the circulation of books in relation to the number of volumes in the library, the population of the place, and the income of the library; the number of registered readers in relation to population; the recorded use of reference rooms, of special collections, exhibits, lectures, etc.; the open hours of the library; the number of people on the staff and their education, professional training and personal fitness; the extent and character of special forms of work, as for example, work with the children and schools, or with city officials and business men.

A weighted score card of this sort might be devised with the various points so plainly stated that librarians, trustees and others who are at all familiar with libraries could with reasonable accuracy arrive at a fair judgment concerning the relative standing of a library under examination. It would be necessary that the various points on this score card be stated clearly enough so that the librarian or the board of a library falling below standard would be easily able to see *why*. If, for example, a public library is deficient in its work with children, the score card or statement would have to be sufficiently definite and full to show exactly wherein it is deficient; for example, in the number or character of the books for children, or in the rules regulating the use of the library by children; or, the deficiency might lie in poor quarters or poor general equipment; or, it might lie in the lack of competency of the children's librarian, or it might lie in any or all of such items as these. The only point I wish to make by this illustration is that it would have to be sufficiently clear so that the local

library would be disposed to accept the rating given it and would know definitely what it needed to bring itself up to standard.

The value of such a grading or standardization of libraries would lie chiefly in its stimulating effect on libraries, boards and communities which, under present conditions, may not realize clearly what service and how much of it their library should give its public. It may be that the librarian is doing the best she can under prevailing local conditions; that is, the cause of the deficiency may lie in some of the board, or even in some condition which even the board cannot change. But most boards and communities prefer to have their local library rated high and the effect of any reasonable scheme of grading would be to improve conditions in libraries given lower ratings.

In administering the work of a state library commission there might be other incidental advantages connected with such a system of standardization or grading, especially if state aid to local libraries is given, but the chief consideration for us is its effect on the service given to the local public, and that seems likely to be good.

Many communities under present conditions have libraries that give far better service than is likely to be required in any scheme of classification of the libraries of a whole state. It is quite possible that the effect of classification on these above par libraries would not be good; there would be the inevitable tendency to keep the library just "up to standard," and not much more. This danger might be somewhat minimized, tho not entirely done away with, by frequent revision of the points on the score card above mentioned, or of the weights given to particular points. And in order to be of full value and in order also to be fair to all the libraries in the state, the Library Commission or whatever body fixes the standards and applies them, would have to make frequent examination of the libraries within its jurisdiction so that any library slightly below standard could at almost any time be accorded a higher rank; and any library in a high rank, if it permits disorganization in its administration, ought to know that its rating will be lowered soon if the situation warrants it.

The difficulties of devising such a score card of "points," such a statement of standards, are obvious and need not be enlarged upon here; and after your committee works out, if it can with your help, such a one, you will find much work left to fit

it to your own state conditions. And even if successfully applied, such a system of standardization carries with it the general drawbacks of a scheme for uniformity in the administration of any group of institutions; among these is, of course, the tendency to destroy individuality and initiative in work. However, in spite of this tendency most institutions today are being subjected to standardization of one sort or another. Units of measurement are applied to their work; libraries will hardly wish to escape the test.

Let us now turn from classification or standardization of libraries to standardization of librarians. We find that the subject includes a good many subdivisions; for example, nomenclature or the titles of positions in the service; the statement of duties pertaining to particular positions; the whole subject of grading library staffs and librarians, as has been done by several large libraries recently; the certification of librarians; efficiency records; hours of service; promotion schedules; salaries and pensions.

The term "librarian" may mean any person regularly employed by a library to do its educational work, and it often does mean this to your public; or, it may mean simply the "head" librarian, all others connected with that library being "library assistants," or "cataloger" or "reference librarian," etc. On the other hand the chief administrative head of a library may be called librarian, head librarian, director or superintendent. Which is the better term?

"Assistant librarian" may mean the one member of the staff next in rank to the librarian; the one who regularly acts for the librarian in his absence. Or "assistant librarian" may be a term applied to a group of several members of the staff, of approximately equal rank to the librarian. "Library assistant" is a more general term usually including nearly every member of the staff except the head librarian. But it sometimes is applied to an unclassified group of workers ranking below certain heads of departments.

The terms used to designate department heads vary in different libraries; "chief," "head," "principal," "supervisor," "superintendent," "assistant in charge," etc., are among the terms found.

Other terms rather commonly found in the service are "children's librarian," "reference librarian," "order librarian,"

"cataloger," "assistant cataloger," "branch cataloger," "classifier," "reviser," "clerk," "junior library assistant," "senior library assistant," and "assistant." In most of these cases the duties going with a title are indicated roughly by the title itself, but not always by any means.

The question arises, do we all wish to be known to the public as "librarians," or do we wish that term to be restricted in its use and be applied to the "head librarian" only, and the public be expected to call other members of the staff "library assistant" or "assistant librarian," etc? We will probably always have a variety of titles, within any one library, the terms used locally indicating roughly the character of work or the rank of the person holding the title; but at present there does not seem to be even a reasonable uniformity. A certain clearness of thought might be gained if we came to an agreement respecting the proper titles to apply to at least a few of the more important classes of positions, and certain misunderstandings avoided which occasionally arise when one of us is appointed to a certain type of position—the title being given, and finds that the title, while used with perfect honesty, nevertheless did not at all mean the performance of the sort of work we expected. If one were called upon to frame a law providing for pensions for librarians or for a civil service scheme, or almost any law which had to deal with librarians as a class in whole or in part, it would be found difficult to use terms in the law which would clearly include everybody desired and exclude everybody else.

Civil service systems as they are at present commonly found in this country have been generally unsatisfactory when applied to library service, tho librarians believe in the principles underlying civil service laws and follow many of these principles voluntarily in administering libraries. The tendency to bring public servants of all grades under a classified civil service is, however, strong, and librarians are frequently facing possible inclusion in a civil service system. Sometimes this possibility is the result of the passage of a general civil service law, permitting cities of a certain class in a state to adopt a civil service system for their employes; or it results from the passage of a law establishing a civil service system in all state institutions and departments. If a civil service system applicable to libraries and satisfactory to librarians can be devised, it may

then be proposed to civil service commissions, for addition to their other schedules or to take the place of them, so far as libraries are concerned. The civil service authorities if offered such a schedule, worked out by librarians and following civil service principles, would be likely to adopt them.

If such a schedule for library service can be drawn up by your committee it could serve as a model or tentative scheme which could be modified to suit local needs, and to a certain extent adopted voluntarily by libraries not now under civil service; then when civil service is threatened, the danger in the situation is minimized. The mere existence of a well worked out scheme already in operation puts the library in a position of marked advantage.

But certification of librarians has been proposed as likely to result in better library service than civil service systems in their present state of development.

State certification of librarians involves the issuing of certificates, by a state board of library examiners or commissioners, for a term of years or for life, to such persons as are found to possess the requisite requirements; the certificates are, presumably, to be for different grades of library service and are to be valid and required in any library supported in whole or in part by public funds, or in any one of a certain grade of libraries, within the state.

Among the reasons given in favor of certification are these:

1. The public library as a public institution should be carefully safeguarded; without some standards of service there is likely to be a waste of public money and much ineffective work.

2. The public library is a part of the educational system of the state and should have a very definite relation to all other public educational agencies; without definite standards this relation is not likely to exist.

3. Local boards of trustees need such help as a system of certificates would give; they often have too little idea of the educational and special qualifications that are needed in a librarian. A system of certificates required of librarians and assistants would limit the choice of boards to qualified people and protect them against the obviously incapable; would prevent the appointment for political and personal reasons of unprepared and incompetent librarians. Library boards desiring a staff with high standards of preparation for service would be

upheld, and boards with low standards would be held to higher ones.

4. Certification is in harmony with the practice in other professions and callings; if protection is needed against incompetency in these, is it not also needed against incompetency in those who aid in directing the reading of the public in libraries? A librarian now is simply one who has a job.

5. Certification would probably forestall the enactment of further laws bringing libraries under general civil service.

6. Either certification or civil service seems to be a prerequisite to any system of pensions for librarians in which support is received from public funds.

Against certification are the following:

1. Local trustees should not be handicapped in their rights in looking after the interests of the library; a board of trustees in charge of a library should have full control and should have the right to determine the qualifications of their librarian.

2. Too much authority would be given to a state department; some libraries even now are inclined to resent the authority exercised by the state department.

3. Standards of individual libraries at present generally meet the local requirements; why adopt something not easy to change when once established? In some cases the present requirements of boards are higher than will be the requirements for certificates.

4. Too much time, labor and expense are involved in operating a system of certification; an elaborate system of tests and credentials will be necessary.

5. Requirement of even a minimum standard in small libraries where service receives small compensation will work a hardship, and an injury will be done to the cause of library extension.

6. Even now, it is difficult to secure a large enough number of new librarians to supply the annual demand; a scheme of certification in so far as it raises standards may increase this difficulty.

At the Narragansett Pier conference Clara Baldwin read a paper before the League of Library Commissions on "State examinations and state certifications for librarians." This was in 1906 and in that paper are briefly stated many of the points which have to be considered in any present day discussion.

In 1908 a bill was approved by the Ohio Library Association providing for the appointment of a State Board of Library Examiners, for examination of libraries and library employes, and for the granting of grades of certificates. After one year from the organization of the board any person employed in a library supported wholly or in part by money derived from public taxation must have a certificate. This bill failed of passage. Four years later, in 1912, Ohio libraries were in danger of being included in the operation of the general civil service law of that state, and Mr. Brett drew up a bill amending sections of the Ohio general code so as to provide for examination and certification of librarians. This bill was intended as a substitute for the proposed civil service amendment, but was dropped because the objectionable feature of the amendment to the civil service law was dropped and librarians were left free from civil service.

In California county librarians have from the beginning been certified by a board of examiners consisting of the librarians, *ex-officio,* of three of the principal libraries of the state. The certification of county librarians has evidently worked well in California and has been included in recent county library legislation in other states.

In September, 1916, a committee of the New York Library Association on "The merit system in libraries" reported to that association a tentative plan for the certification of librarians in New York. Commenting on their recommendation the committee in its report said:

> Since we find that service is the admitted test of quality and that observation gives the clearest evidence of fitness, this committee, in order to give point in its conclusions, has undertaken to devise a plan for appointments, which it hereby offers. Leaving out written examinations, it would place all appointments on a basis of probation. Contrary to the usual rule, it puts appointment first and a certificate to come afterward when it has been earned. . .
>
> According to the above plan, every appointee not rejected would be on probabation till the desired certificate is issued. With the appointment of trained assistants by libraries of recognized standing there would be little or no delay in receiving certificates. The results of written examinations elsewhere would be included under the head of "credentials." Large libraries would continue their present system of tests, if they so wish, reporting results, but the plan relies upon intelligent and expert observation as to personality and fitness. It puts responsibility too upon the

Educational Extension Division where much of it belongs. It follows the lines of probation.

The Regents have the right to carry out such a plan under the full sanction of law. No legislation is required, except, possibly, to remove five or six libraries at the outside from the operation of the civil service law, and that step need not be taken if the libraries concerned do not wish it. The plan will not interfere with present conditions. For the great libraries, the task of reporting at Albany would be slight, and we believe, would be readily undertaken if they are satisfied that it will be for the good of the whole body.

The report was favorably received and referred to a new committee for further consideration.

Certain features of the New York proposal immediately attract attention. A person is appointed to a position and draws a salary, while she is learning, under the tutelage of the Extension division, how to do her work. No general standards are specified which are applicable to medium and large libraries; each of these determines and administers its own system, subject to approval by the extention division. In small cities, after appointing a person librarian, much local irritation would be caused by declining to certify her.

Your committee realizes that it has but begun its work; it seeks suggestion, criticism and help and in conclusion, begs leave to offer the following recommendations:

1. That the committee be continued, and that the membership be increased to seven, so as to make feasible the inclusion of representatives of library trustees and of state library commission workers.

2. That the committee be authorized to appoint auxiliary or sub-committees for the investigation and consideration of special divisions of the subject.

3. That the committee be authorized to invite the assistance of representatives of other interests, as *e. g.* Civil Service Commissions, or Bureaus of Efficiency and Standardization.

CERTIFICATION OF LIBRARIANS

In an editorial, October 12th, 1921, the Boston *Evening Transcript* declares against this movement on two counts; first, because it places too much emphasis on merely technical training instead of ideals and personality; secondly, because it adds to official autocracy.

Certification of librarians, with all deference to its promoters, is an undesirable thing. Heretofore, when about to spill printers' ink, we have deliberately kept our hands off this subject. It was the one activity listed for the enlarged program which we could have seen die without regret and we even fatuously hoped it might; but recent developments indicate that it is about the only one of those activities which today is thoroly, even lustily, alive. And when the chairman of the A. L. A. committee on national certification brings in, at Ithaca, a report on which no discussion is desired, presumably as tho the matter were already settled for all time, we realize that the danger is rolling very near indeed. We doubt if our words will carry much weight, for such is the penalty that the purposely facetious is apt to suffer when occasion finds him in downright earnest. But we will risk it.

Libraries need and want college graduates, library school graduates and trained people of experience. They have always needed them; but poverty and the ignorance of trustees, city fathers and the public itself have caused many institutions to grow up without these trained administrators with results in which both good and bad have played their parts. But the days in which we did not know our needs are rapidly receding into the past. Before long—certainly during the lifetime of most of our present incumbents (and every certification plan we have seen makes provision for retaining these)—it will be the exception when a community will have to be told what sort of person it should employ in the office of librarian, and the problem will resolve itself into the ultimate one under all circumstances of finding and paying the right person. And, say what

we may to the contrary, it will be the call of the job and the satisfaction of adequate remuneration which will have power to attract the right person, rather than the glory of the certificate.

But while we need the trained librarian much we need the born librarian more, non-graduate tho he or she may be. Certification schemes take some notice of this fact but only in so far as to permit the employment of non-graduates who have demonstrated their ability before the date on which the law will take effect; they provide no opportunity for the testing of an about-to-be-born-librarian's mettle. Such, we are told, should add the indispensable degrees to their birthright. So they should if possible, and if they know in time; but if the negligence of one's forbears, or the occasionally honest absence of dollars and cents stands in the way of such degrees, the library and the born librarian will never meet, or will meet but to part. Certification will then have succeeded in excluding the fittest, for natural bent, since it may not be acquired, must remain our biggest single asset.

Exclusion of the unfit, which is certification's strong card, is, similarly, a matter of enlightenment, of money and of the courage to dismiss, and is not to be assisted by making it also a matter of law. Enlightenment spreads more surely and successfully thru suggestion than thru force, and suggestion and recommendation are rapidly doing their work. The very fact that the certification idea is taking hold spontaneously in so many places, is proof that we know our needs and are willing to go to considerable length to supply them. That it also shows our tendency to seize precipitantly upon the first remedy offered, is a less encouraging sign.

The mediocre will come among us, of course, whatever happens; but certification, if it does anything at all, will help to cripple us here. Under it the mediocre will climb in grades and will automatically draw increased pay for unimproved service. Few of us have any difficulty in recalling the proportion of this type who "got thru" in our own student days; and it is a careful library school which does not graduate its quota annually. In fact no normal (in its common meaning) class can be without them; and to them alone certification will prove a boon. Precisely after the manner of civil service will certification function in this particular.

Even New York State, which is headed direct for certification, having just given its regents autocratic power over library appointments, admits in its replies to objectors, that some of the reasons against are founded on possibilities. That there is a "real danger" that certification is likely to place too much value and emphasis on mere technical training and thus make the operation of libraries more a process of machinery than an expression of ideals and personality, New York allows, but holds that this is only to be feared when the "tests are too mechanical or technical." But tests that are neither mechanical nor technical are extremely difficult to formulate into law and quite as difficult to apply when legalized. The only adequate provision here would be so loose a one in the legal sense, as to permit us to exercise our pre-certification liberty of choice. And if this be so, why the red tape of the law at all?

Again, to the charge that certification must be operated by State officials and tends to add to the authority and autocratic power of such officials, New York replies that "this is, perhaps, inevitable," as it is with licenses issued to other professions; but that "any board having charge of such certification, being a creature of the State, will be kept in authority only so long as its service is satisfactory to the State as a whole." With this latter statement, we differ radically. The interest which the State as a whole will have in the everyday workings of a librarians' certification committee, will be practically nil. What, now, does the State as a whole care for the difficulties and vexations of spirit, the hold-ups, hindrances and nullifications that libraries under civil service undergo? The State as a whole, or the city as a whole, has had impressed upon it that civil service is a panacea for many evils. So it fixes civil service by law, impartially, where it will do the most good and where it will do the most harm, and then quietly goes to sleep under its rule. And if, perchance, a library protest grows so loud as to reach its somnolent ears, it grumbles, with a sense of just irritation, that librarians are a fussy lot who do not know a good thing when they have it. So the State as a whole turns over and goes to sleep again. And if this is true of civil service which no library ever desired, it will be still more true of certification laws which are backed by the libraries themselves.

The small number of good applicants for library work in comparison to the demand is our present greatest hardship.

Certificationists say that when requirements are fixed by law this dearth will cease and as soon as librarians become a licensed class they will also become a numerous one and a better one. Judging from analogies in the other professions, we doubt it. To the ordinary mind a license is a necessary nuisance intended to keep out impostors and to keep up statistics. We seldom trouble to verify its possession by the physician or the lawyer of our choice. Instead we look for personal qualities, places of education and past records of achievement. There is no field in library work for imposture, and it ought to be self-evident that we shall continue to prize ourselves and others will continue to prize us, in the future as in the past, because we are librarianly-born, or Albany-bred, rather than because we hold a regent's permission to work in New York or a certificate in Wisconsin.

It is possible that more of the mediocre will flock to library schools when such attendance is demanded by law, but we are not of the opinion that this will elevate the profession. To be condemned to the deadly dullness of a ground-out product is not a cheerful prospect.

We trust New York is going to like its law now that it has one. A town within its limits may not use its own tax money for a public library unless it hires a librarian to suit the State Regents, which latter are given discretionary, and apparently unlimited, powers! To put it mildly this is going some, we think. It is even going more than Wisconsin, which has its cut and dried stipulations for four grades of certification. We hope they will both enjoy the fruits of their labors; but we hope much more earnestly that all the other States, and the nation, will hold off for a very long time to watch results in certified quarters. And such as have bills pending will be wise, indeed, if they can drop them in committee into those particular pigeonholes, possessed of all Government committees, that open on the bottomless pit.

CERTIFICATION AND CIVIL SERVICE CONTROL

In this article, also appearing in 1921, Mr. Dana of Newark takes issue against the trend toward "governmentitis."

A sketch of Mr. Dana will be found in Volume 1, *The Relation Between the Library and the Public Schools.*

Several States have "Commissions" which examine, standardize and certify persons who wish to enter library work. These commissions have not given to libraries satisfactory service, indeed, librarians who have had direct experience with them seem to be almost unanimous in the opinion that they interfere with the wise and proper selection and employment of assistants, slow up library work and lower the quality of library staffs.

On first thought it is surprising to find librarians, individually and at their conferences, crying out for more of this very thing toward which they have long been hostile. They cry out now for another "Commission of Interference" which shall examine not only those who seek library employment, but also most of those already employed; which shall "standardize" all who are "examined," and shall "certificate" such as in their wisdom they find worthy to work in libraries. This is "Civil Service," is it not? If civil service is not approved of in its present form, why do we ask for the same thing in a new form?

The obvious and brief answer is too impolite for statement here. The involved and courteous answer is two-fold: 1, Librarians are of an ovilious habit; and, 2, Librarians have that ancient affection, governmentitis.

I am sure it is quite an idle task, and especially for one who has, with a few others, been frankly rejected by librarians at a national conference, to try to turn the stream of library appeal away from a call for more of government supervision, away from a call for more management of libraries by State and federal authorities, and toward more of management by those who care most that their libraries be managed effectively and

know that they can be so managed—that is, by librarians, trustees and the communities they serve. But it can do no harm to register the protest of at least one librarian against the inroads of the itch for supervision by uninformed outsiders which has attacked my colleagues, and there is a remote possibility that a few others may wish to join in my protest.

Here are a few of the facts that give body to the charge that governmentitis now possesses librarians:

The law of a certain western State says that smaller public libraries shall buy, or make accessible to the public, only books recommended in booklists issued by the American Library Association.

The county library laws of nine States make a feature of "certification," this obviously meaning that in all these States workers in county libraries are to be selected, not by those for whom and under whom they are to work, but by a State commission with full civil service powers.

In one State the libraries which do not comply fully with the laws for "certifying," by and thru outside agencies, all who work in them, are penalized for their display of independence by being refused both State aid and the power to accept aid from local taxes.

For more than three years librarians have voted at meetings of their State and national associations, and almost unanimously, and on almost every occasion that offered therefor, in favor of the extension of civil service interference with their work. They seem keen to establish a national labor union of library workers, whose members shall be chosen by state commissions; and to make all libraries "closed shops" to all save members whose tickets bear the approval of a remote board of examiners. It seems not to disturb them to learn that the examining boards, who are to pass upon the qualifications of those who may wish to work in their libraries, will be in most cases quite ignorant of the special qualities that make good workers in libraries, and of local conditions; and will be keen to exalt their duties; and will in many cases be appointed not because of fitness for their tasks but for purely "political" reasons.

We now have, as these few facts show, the stream of state civil service interference with library management in full spate, and the great body of librarians are rejoicing in its flow and in its steady rise.

New York State, long famous for the character of its governmental machinery, gives us a note which should be added to the facts which have been briefly stated. In the 34th annual report of its library school, published this year, are the following paragraphs, under the heading "Librarianship and State Certification." To the quotations I have added certain comments printed in italics.

"Library work is too easy to get into." *So are open shops; therefore, form Unions and issue cards to members.*

"This entire absence of standards or requirements for practising librarianship (save such as a few libraries have voluntarily fixed for themselves) not only keeps at a hopelessly low level the educational and personal qualifications of librarians, but (as a logical result) keeps salaries small." *It is not easy to get funds to pay for workers now; by what magic will funds appear to pay higher wages?*

"And this condition operates in another way. It makes professional training seem unnecessary and thus reduces the number of those who are disposed to attend the few library schools." *Who will prove these statements? So the new laws will at least fill our library schools! And are the schools therefore the eager advocates of those laws?*

"Why spend time for library training when without it there is immediate employment on every hand?" *Consider the advantages of owning a union card, and, thru it compelling librarians to have you whether they like you or not!*

"Looking to the closely allied teaching profession for a convincing analogy, the point in library development would seem to be reached, perhaps passed, when a system of state certification shall give a wholesome stimulus to library personnel and thru it of course to all library development and usefulness." *State certification gives jobs to many; but that it has given a wholesome stimulus to the personnel of any calling has yet to be shown.*

"To the certification plan proposed the committee has coupled the proposal for a small state appropriation to be paid to libraries which employ certified librarians." *It appears that the excellencies of state certification are not seen by all; therefore, those who are so blind as not to see them are to be penalized for their myopia!*

Arguments against the general theory, on which is based the demand my associates make for more governmentalism, are easily found; but would not be heeded if here presented. The trend of public sentiment is toward a more and more penetrating and a wider and wider socialism. Thru it Germany rose to its high estate, under Prussian guidance. "Verboten" was its magic word, and in this country we accept each year more readily the command "Obey," "Obey," "Obey"; and honestly expect to find, in the power that gives us a command and in our ready and eager submission to it, the key that will open the door to that greater social effectiveness that, for a few short generations, we of this new land believed could be found only in individual responsibility coupled with individual reward for responsibility well borne.

As I have already said, protests are useless, as such. But let me add a few quotations which at least hint at the reasons for the faith that is in me.

J. A. Hobson, an English writer of good standing, in a review of a recent book by Graham Wallas says that Wallas discusses fully the claims of guild socialists, syndicalists, and others to fasten the supremacy of professionalism or vocational organization upon society and to endow it with much, if not most, of the constitutional power vested in territorial democracy. Wallas combats this tendency by means of a searching inquiry into the dangers and defects of professionalism as illustrated in law, medicine, and teaching. The professions tend to mechanical routine, excessive conservatism, and a tyrannous attitude toward the public. Especially in teaching (and I venture to add, in libraries. J. C. D.), it is essential that parents and representatives of the general public schools retain a real voice in choice of teachers, subjects to be taught, the allocation of public funds to various grades of education, and general administrative arrangements.

Mr. Wallas's appeal is made this very day. A like appeal was made nearly half a century ago by one who seems now to have had quite the prophet's vision. He wrote somewhat as follows:

Just as the system of voluntary co-operation by companies, associations, unions, to achieve business ends and other ends, spreads thruout a community; so does the antagonistic system of compulsory co-operation under State-agencies spread; and the

larger becomes its extension the more power of spreading it gets. For example: Laws to check intemperance, not having done what was expected, there come demands for more thorogoing laws, locally preventing the sale altogether; and in America these will doubtless be followed by demands that prevention shall be made universal! (Written 40 years ago, and time has proved it true! J. C. D.)

Every extension of the regulative policy involves an addition to the regulative agents—a further growth of officialism and an increasing power of the organization formed of officials (and it is now claimed that the organized body of civil service appointees of New Jersey is the most powerful political body in the State! J. C. D.) having common interests. . .

An organization of officials, once passing a certain stage of growth, becomes less and less resistible. . . The more numerous public instrumentalities become, the more is there generated in citizens the notion that everything is to be done for them, and nothing by them. . . The socialist speculation is vitiated by an assumption like that which vitiates the speculations of the "practical" politician. It is assumed that officialism will work as it it intended to work, which it never does!

The belief of the socialists is that by due skill an ill-working humanity may be framed into well-working institutions. It is a delusion. The defective natures of citizens will show themselves in the bad acting of whatever social structure they are arranged into. There is no political alchemy by which you can get golden conduct out of leaden instincts.

And do we library people really believe that we, not having ourselves made, by our own zeal and ability, the calling of librarianship of the high standing we desire, can cause it to be made of the desired high standing by and thru the machinery of an unskilled civil service commission, which new laws will set up?

CIVIL SERVICE

Among the handicaps that have been experienced in connection with the inclusion of library staffs in the municipal civil service, the Survey of American Libraries, completed by the A.L.A. in 1927, reports the following:

Rigidity of rules regarding promotions. Low standards in examinations. . . Three say that personality is not taken into consideration and three that papers are rated by people who are not familiar with the library's needs. Two report that the best qualified candidates are often deterred from applying, especially if they live at a distance. One library reports that civil service requirements have been a handicap "in practically all respects." Another says "they are a bother, rather than a handicap."

More favorable comments are as follows:

Three libraries report that the civil service provides an effective defense against political appointments. Two say that it has helped to increase salaries to equality with other municipal positions, and another considers it beneficial that the civil service gives employes a feeling of security. One librarian finds it an effective way of disposing of unqualified friends of board members; another says the requirements "relieve the trustees and the librarian from personal solicitation by applicants and their friends;" another that "promotional examinations keep up the ambition of the staff."

THE EFFECT OF CIVIL SERVICE METHODS UPON LIBRARY EFFICIENCY

Miss Helen Haines, then managing editor of *The Library Journal,* read this paper before the New York Library Association at Twilight Park, September 25th, 1906. She states that when civil service is the library's own instrument it acts as an assurance of efficiency, but that as part of the municipal machine it leads to undesirable restrictions.

Helen Elizabeth Haines was born in New York City, February 9, 1872. She was educated at home with private teachers and began writing articles and stories at the age of seventeen. Her first professional work was historical compilation in 1890. From 1892 to 1895 she was editorial assistant on *The Publishers' Weekly* and *The Library Journal* and in 1895 was made managing editor of the latter, a position which she held until ill health compelled her resignation in 1908. She now resides in Pasadena, California, where she has participated in California library affairs to a considerable extent. From 1914 to 1926 she was a member of the faculty of the Library School of the Los Angeles Public Library, and she has given courses in book selection at the University of California and public book talks for the public libraries of Los Angeles, Pasadena and Long Beach. In 1924 she prepared the correspondence course in "Book Selection" for the American Correspondence School of Librarianship, conducted by Dr. Azariah S. Root of Oberlin College. Miss Haines has for many years reviewed books and written articles on library and literary subjects for magazines.

As an introduction to the discussion of this subject, it is desired to set forth only certain points regarding the application of a civil service system to public library staff organization. No analysis or review of the principles and purposes underlying civil service itself is necessary; the system as a whole may be accepted as the result of the most intelligent and earnest effort to secure for the public service the same degree of efficiency, continuity and development that any employer would desire in his own private business. To eliminate the factor of personal influence from appointments, to give security to the efficient worker, and to see that merit is the prime qualification for promotion are the chief ends that civil service is intended to secure. On the other hand, the immense field that it covers, both in number of workers and in varieties of work, gives it the character of a rigid machine rather than a flexible tool, and involves generalizations that are likely to put workers of middling competence in an unfair equality with the most competent.

The effect of civil service upon library efficiency varies according to the character of the civil service system. When the library civil service is the library's own instrument, planned to meet its needs and responsive to those needs, it is at once a safeguard and an assurance of library efficiency. When it is a general municipal machine in which the library is represented by a small cog, fitted in among the larger and more important cogs of the police service, fire service, inspection and janitor service, the efficiency of the library is likely to be hampered by many vexatious and undesirable restrictions.

Probably the greater number of our public libraries come, at least in part, in the first class named. Here libraries such as those of Buffalo and Brooklyn—which are municipal institutions, yet free from direct municipal control—have a decided advantage, for they may create their own civil service system, devised and managed by those most familiar with the library's needs and the qualifications necessary in its employees. In many —probably in most—cities where the library is under direct municipal control and so comes within the municipal civil service, the civil service commissioners realize the special requirements involved and confide the preparation and conduct of examinations for appointment to the library authorities. In Massachusetts, for example, the Civil Service Commission—a

state board—controls not only state appointments, but municipal appointments also, but so far has exempted library appointments from an operation of their rules. Thus in the Boston Public Library all appointments (except in the janitor service) are made after examinations in three grades in conformity with the library's own regulations and service requirements. These regulations cover exhaustively the various branches of the library service, and would be likely, at first sight, to discourage unfit applicants. One of the most careful and well worked out schemes of library civil service is that adopted by the Brooklyn Public Library just two years ago, of which a few copies are available at this meeting. This has served quite widely as a model elsewhere and was adopted almost in its entirety last summer by the California State Library—one of the comparatively few state libraries in which a civil service system based entirely upon the library's own needs prevails. The St. Joseph (Mo.) Public Library was in 1904 placed under civil service rules in fact as it had been in name for some years, these rules —included in the library by-laws—being prepared and administered by the library. They provide, as usual, for open competitive examination of untrained applicants, conducted by the library auhorities. A similar general system prevails in Cincinnati, where Mr. Hodge says: "I do not see how it would be feasible for such examinations to be given by others than those immediately in charge of the library. Only librarians and a scattering few trustees understand the requirements to be met by those going into library work."

Among the libraries conducting their own civil service system, the Buffalo Public Library reports as follows:

No appointments to positions on the library staff are made without the applicants having had either special library training, or an examination given by the library. These examinations are given about once a year, depending upon the eligible list. We require that candidates should have at least a high school training, or its equivalent.

Our experience has been that out of fifty or sixty candidates who take this examination eight or twelve pass. After having passed the examination, we give them a test of two weeks' actual work in the library, and if then found satisfactory, the names are placed upon the eligible list.

The number of persons who pass seems small, and because of this result, the examinations have been criticised as being too severe, or as requiring much information not generally possessed by high school graduates. The latter charge is

probably true. The fact is, however, that we wish but a selected number of the candidates, and the result has been, we think, to give us the best of each class and has proved very satisfactory thus far.

The usual civil service examinations, prepared by those not connected with library work, and not knowing its requirements, would, we are sure, give us very different results.

We believe that it is absolutely necessary to have these examinations of candidates, both for the efficiency of the service and to relieve those having the appointing power from the pressure of friends of unfit candidates for library positions.

From the Grand Rapids Public Library Mr. Ranck writes:

As I understand civil service in this connection it means that it is the policy of the library to get persons who are available for the money at hand, and best qualified for the work that is to be done, and this means, for those who have had no experience, that some sort of a test of qualifications must be established. The matter and manner of test leads directly, of course, to the method of conducting it and the question naturally arises whether such a test is most efficient when conducted under a general provision covering the whole city, or when conducted by the library itself. To my mind the efficiency of such a test depends very largely upon the spirit of those who conduct it. If the library board is permeated with the spirit of spoils and places on the library staff are to be regarded as a means of paying personal or political debts on the part of its members, I can imagine that a civil service system could be so conducted that its efficiency would amount to little or nothing. On the other hand, under a general law governing the whole city, I feel sure, though I have had no experience with it, that an organization or body of men having no personal knowledge of the needs or requirements of library affairs could not conduct a library examination nearly so well as the library authorities themselves. I, therefore, most heartily favor the conduct of civil service examinations by the library authorities. That is the method in vogue at this library.

Persons who have had a number of years' experience in other libraries or persons employed by the library for work not directly requiring library training, for instance, such as stenography or general office work, have been and will be employed here in the future, without conducting an examination, simply on the strength of a recommendation and an examination of the work which they have done elsewhere; for instance, we believe that if a person has given a number of years' satisfactory service in an office, and if on investigation we are satisfied both with the work and with the recommendation, we would not hesitate to employ such a person. The same is true of persons who have had some experience in library training either in other libraries or in a library school. We regard the original

examination even at its best as only a partial test of the abilities and qualifications of the persons.

Our practice here with reference to persons without library training, who enter the library service proper, is to conduct what we term an examination for substitutes. This examination is designed to test the education and general information and what might be termed the intellectual qualifications of the applicants. Passing this examination does not mean, however, that the person will secure an appointment in the library. It simply means that we regard them as having the necessary intellectual qualifications to make it worth while for them to begin library work with us. They are then put on our list of eligible substitutes and given training both formally and informally in the work of the library, and all of this is a still further test of their ability. This test is made just as thorough as we know how, and as a matter of fact, in the examination held two years ago 25 per cent of those who passed the written examination failed on the subsequent test when put to work here in the library.

Last month we conducted a second examination for substitutes. In this examination 17 persons took part, and of these 6 passed the preliminary test. All of those who took this examination had at least a high school education, and some of them had considerable more—anywhere from one to four years in college. I might say that some of those who had college or normal school training failed to pass the examination.

I might add further that persons who have gone through the test of from three months to two years as substitutes, after passing the examination already referred to, receive appointments to the library staff as occasion for additional appointments arises, entering what we term the graded service. In this service persons start in at a minimum salary which increases on demonstration of satisfactory work $7 per month at the end of the first year, and $5 per month at the end of each succeeding year for a period of four years until the maximum in the graded service is reached. It is very definitely understood that promotions from one grade of salary to another depend not on lapse of time, but on a continued demonstration of good work. We regard this as an essential part of the civil service system. The whole idea of the library board is that increase of salary and promotion of position depends not on the length of time a person is connected with the library, but on the character of the work done.

Personally I regard such a system as a most satisfactory one in its effect upon library service. Of course the success of its duration depends very much on the spirit in which it is carried out, for I have a suspicion that civil service exists sometimes in name only rather than in practice. The library, like every other institution, is constantly endeavoring to develop a maximum of efficiency, not only in spasmodic cases, but so far as possible throughout the whole library staff, and to my mind

nothing tends to promote this more than a general realization of the fact that promotion comes only on demonstrated fitness, and furthermore that good work in the library is bound to be recognized sooner or later in a substantial way by those in authority.

In the cases so far noted the civil service system exists as a part of the library's own administrative machinery. It is where the library is forced to accept an inflexible civil service as a part of the municipal machinery that the chief difficulties exist. In the case of one of the largest public libraries in the country, the library service ranks as a division of the city civil service, and the library examinations are directed by the civil service commissioners. The subjects which the examination covers, with the weights accorded to each subject, are as follows:

1. Penmanship	2	weights.
2. Spelling	2	"
3. Arithmetic	1	"
4 Letter writing	2	"
5. Knowledge required for position to be filled	3	"
	10	

It is apparent that this schedule does not furnish an ideal basis for testing the qualifications of a library assistant. The librarian of this library reports that the examination questions themselves are prepared by the library authorities for the commission, and that wide latitude is given as to their scope. "So far as the examinations go," it is said, "it would not make much difference, as they are conducted at present, whether they were held under the auspices of the commission or of the library board." But he adds: "Where the present method seems too rigid is in the matter of promotions and transfers. It is sometimes a difficult matter to get the right person for the right place, especially where certain qualifications are required which cannot be brought out in an examination." In another city where similar conditions prevail, it is felt that the civil service rule requiring that all candidates must have resided in the city for at least one year often militates against the best interests of the library—though on a few special occasions it has been suspended. This librarian says: "There is no doubt in my mind that a system of civil service invented and

perfected by library authorities to match their precise needs would be far preferable to a general law covering all sorts of departments of the government." The librarian of one of the smaller cities in this state writes: "Under the law our appointees must be certified by the Civil Service Commission after examination. The commissioners are sensible men, however, and recognize the imbecility of the legal assumption that a general civil service examination may discover legal fitness. So they come to us for examination papers, and, as the competitors are drawn from our apprentice class, it is to all intents and purposes a library examination and a library appointment. This is a small city and no one would be likely to try the examination without serving an apprenticeship (here or elsewhere) and without an assurance that the library would make the appointment if the candidate passed a satisfactory examination. That is the way the problem is solved here owing to the goodwill and sense of the Civil Service Commissioners. I do not know why it cannot be so solved elsewhere.

To make the civil service examination the only basis of a library appointment is so fatuous in principle and so undermining to efficiency that no library can afford to concede it. Let the library insist on its right to make its own appointments or make no appointments. Public opinion will sustain the library.

Frequently the strict enforcement of the municipal civil service conditions involves a library in unusual difficulties. This is particularly the case in another New York library, where the common sense attitude just cited does not characterize the Civil Service Commission. In this library, while the civil service regulations are prescribed and enforced by the Civil Service Commission, the maximum salary for each grade of the library service is fixed by another body—the Board of Estimate and Apportionment. These salaries are very low. Consequently, when the library authorities apply to the Civil Service Commission for an assistant at, say, $600 a year, they desire a person whose qualifications are defined under the $900 salary grade, and as the Civil Service Commission prepares its questions according to the salary paid, the library suffers heavily in consequence. The librarian of this library reports:

I think the objections to appointment from lists prepared by the Civil Service Commission are strong. For one thing, they

do not give any weight whatever to personality, which is of great importance. Their "eligibles" hand in an application blank signed by several persons unknown to the examiners, and as far as I know no inquiry is made. It is possible to get really objectionable people and discover their unfitness only after appointment and perhaps several months' service.

Again the examinations are not suited to the requirements of the position. On one occasion applicants were told to catalog five books (from memory) and were given five cards on which to do the work. The examinations are not at all adequate, and the questions asked are of a simplicity delightful to the examined, but appalling to the appointing powers.

A third and very serious objection is that for the junior grade, beginning at $300, the examination is naturally simple and quite untechnical. Such questions in literature as the following are the rule: Name the authors of the following—"Bleak House," "Ivanhoe," "Scarlet letter," "Evangeline," "Silas Marner"—never more than five. This is all very well for $300; but when an examination for the higher grades, perhaps for assistant librarian, is held, the questions are purely technical, and no farther inquiry is made as to the qualifications of these same girls in literature, history, etc. Arithmetic consists of long division and a little percentage. Experience counts 30 per cent. Thus you will see that no adequate test is made of education, no account taken of personal qualities, manner and appearance, and in the higher grades the technical examination is not searching nor difficult.

The effect of civil service upon the efficiency of this particular library, as is evident from this report, has been disastrous in the extreme. It has indeed prevented any effort to fit applicants for their work by apprentice training in the library—for whereas the library formerly had the privilege of placing members of the apprentice class who had served without pay for six months on the eligible list at a rating of 100, the Commission has withdrawn this privilege, so that the library cannot now offer members of the apprentice class any advantages over other applicants, and this has compelled them to give up the class.

The ill effects of civil service upon library efficiency, as here noted, cover, it will be seen, the following: too elementary examinations; lack of technical subjects in examinations; difficulty in transferring an assistant from one department to another; promotion regulated mechanically by length of service instead of by quality of service; year's residence in city required of all candidates, which naturally shuts out what the local papers delight to term "alien experts"; incongruity between salary granted and qualifications desired; rigid holding of library

authorities to the "eligible list" for all appointments and vacancies; and lack of recognition of the element of personality—one of the most important factors in the selection of a library assistant. In addition there is one of the most serious difficulties of all—difficulty of dismissing an appointee from the library service when "protected" by civil service rules, no matter how unsatisfactory the work or how objectionable the person. Municipal civil service rules require that charges shall be preferred in writing as a first step to the dismissal of an employee. This frequently involves a hearing before the Civil Service Commission, with eager newspaper reporters in attendance, and a sensation "story" in the local press, with portraits of the persons concerned, and widespread undesirable notoriety for the library. In many cases the procedure of dropping an unsatisfactory employee involves so much difficulty and possible clamor that a librarian permits the continuance in the library service of persons who would be promptly eliminated were the institution a private business or educational establishment. Only the other day the Ohio State Library became a storm center for newspaper uproar over the dismissal from the library force of a scrubwoman and a woman employed in labelling and collating books. The assistant in question refused to resign and demanded a hearing, which was granted, the "star chamber" sessions being duly commented on by the local press. This experience is a familiar one, but it is evidently entirely inconsistent with the best interests or the efficiency of a library. No board of directors or other library authority should be willing to allow its authority to be curtailed by this provision of civil service, if it is possible in any way to better conditions.

The notes here presented indicate briefly and inadequately some of the ways in which a civil service system affects public library efficiency for good and for ill. They offer, it is believed, a fit subject for discussion by librarians. They may perhaps best be closed and the way for the discussion opened by reading the following contribution to the subject, sent me by Mr. Purd B. Wright, of the St. Joseph Public Library:

Mr. Wright says:

A short study of this problem, rather superficial possibly, leads me to suspect that much of the trouble experienced under a general municipal civil service scheme has been caused by the attempt to make the questions of too general a nature; that

insufficient credit has been given for personality, or adaptability of the person for the work to be done; that training, expert possibly, was not recognized as it should be, thus handicapping the specialist; and, finally, that lack of power to discharge, or discipline except after tedious trial, forced the retention of people who had lost their usefulness, or, for different causes, had become a serious detriment to the department. A power or protecting clause or body behind which one may hide is always taken advantage of by the disorganizer, the lazily inclined, and those with lack of energy and ambition, and the vicious. In any work which has to do with serving women, as the library, the question of the trial of an employee, under a general civil service commission, may become a grave one. A recent case in point in the library world will illustrate this: Repeated charges were made by well-known, truthful women against a male employee, which, in case of a business house, would have resulted in his immediate discharge. The library officials were powerless, because, under the civil service code, charges must be made in writing and complainants were compelled to appear in person before a public court and subject themselves to examination on the witness stand by lawyers. It will be readily understood that under certain circumstances women would certainly cease using the library, or that department of it, or bear the insults in silence.

If there must be an examination by a municipal civil service commission, let it be broad, covering the general qualifications, all persons passing to be certified to the library authorities, for a second and searching examination; all appointments thus made to be for a probationary period. Power to discharge for cause should be centered in the library department. In the case of the employment of experts, authority should lie in the library trustees to make original appointments, provision being made for notification of the general commission, of the reasons therefor, qualifications of the appointees, and salary. All this would be cumbrous and unnecessary, unless to meet a case of peculiar exigency.

As most library boards are constituted, little can be said for the intervention of another body in library management. Library trustees serve without compensation, are usually recognized as among the most prominent citizens of the community. They are interested in the library and its work and proud of its success. They stand for good service, and, if left to themselves, will install a civil service so much the superior of anything a disinterested board will devise, so far as the library is concerned, as to permit of no comparison. The library board is usually appointed on merit, solely with regard to fitness for the position. There is absolutely no reason for making it secondary to any other authority other than the broad ones of limitation and review of expenditures.

Politicians will always try to get around a general civil service proposition; seldom will they try in the case of a library

civil service rule. They reason that no part of the city government gets so closely in touch with the right kind of people as does the library. And they are afraid of the "right kind of people." Another reason is that the library staff is such a small proportion of the whole of the city staff that the professionals in office brokerage do not consider it worth the turmoil it would create were an attempt made to annex it to the field of spoil.

The position of the library, as a general rule, has been unique in its freedom from scandals of the ordinary municipal kind, and it should be permitted to enjoy this enviable distinction. Clean boards, with unhampered hands, will tend to this as no other thing possibly can.

MUNICIPAL CIVIL SERVICE IN LIBRARIES

A brief was prepared in 1907 by Judson T. Jennings, librarian of the Public Library of Seattle, Washington, in behalf of a bill to exempt the Public Library from the civil service system in that city. This bill was finally passed.

Judson T. Jennings was born in Schenectady, New York, and received his degree from Union College in that city, attending the New York State Library School in 1897. He was with the New York State Library in 1899 to 1903, the Library of Duquesne, Pennsylvania, in 1903 to 1906, and was Director's assistant in the New York State Library in 1906-07. Since 1907 he has been librarian of the Seattle Public Library.

Shortly after the Civil War what is known as the spoils system was introduced into the government departments at Washington. Under that system, or lack of system, appointments to positions in the government service were given to those persons having the strongest political influence and with little regard to their fitness for the work. At every change of administration thousands of employes were removed to make place for inexperienced workers from the incoming party. The evils of such a method soon became evident and resulted in efforts to check it. In 1871 a clause in the general appropriation bill authorized the president to appoint a commission to prescribe rules for admission to the civil service. Under this authority President Grant named the first civil service commission, but this first movement was entirely suspended in 1875. Two years later, in 1877, the Civil Service Reform league was organized. The real beginning was made in 1883, when Congress passed a bill for the remedy of the abuse known as the spoils system. This act empowered the president to determine from time to time by executive order what classes of the public service should come under the civil service law. The national

civil service covered at first only 14,000 positions, but its scope has been extended from time to time, with slight revisions of the law, so that it now includes over 300,000 employes. The inauguration of the system at Washington has been followed by its adoption in many of the states and several cities, and the movement is still spreading.

Advantages

The chief advantages claimed for civil service may be stated briefly under five heads:

1) It is supposed to prevent appointments through political influence.

2) Theoretically it selects for each position the best qualified candidate.

3) It promotes continuity of service by protecting employes from removal when the administration changes, or for insufficient reasons.

4) The opportunity for appointment is open to every citizen.

5) It is supposed to save the time of the appointing officer.

Later on in this outline, when we come to consider the workings of the system, I think I shall be able to prove that many of these so-called advantages are theoretical and that some of them are really disadvantages.

There is no question but that the operation of the civil service law has resulted in marked improvement in the service in the departments at Washington and elsewhere, for such positions as could be fairly well filled by competitive examination and where the only alternative was the spoils system. Where the appointing officer is likely to be a politician filling office, or perhaps disgracing it, for a stated term of years, and subject to pressure from other politicians higher up, civil service is necessary. We resort to a mechanical scheme, because the official who should select the assistants is incompetent or powerless. But if, on the other hand, the person making the appointments holds office during good behavior or while efficient, and is under the control and direction of a slowly changing, non-partisan board of commissioners, and is, furthermore, spending his life in that particular kind of work so that his own success is wrapped up in the real success of the work

under his charge, then, I say, civil service is not only unnecessary, but it is a serious handicap.

That the actual workings of civil service are ideal, even its stanchest supporters do not claim. It is merely an improvement on the spoils system. I believe that the time will come when public offices will be filled by competent men and when public business will be as well administered as private enterprise. When that time comes, such artificial and mechanical methods as civil service for the selection of assistants will be discarded.

Its limitations are shown and admitted in various ways, as by removing from the competitive list certain positions requiring technical or special training, as well as positions of a confidential nature and those in which personality is an important qualification. Such educational institutions as schools and libraries are exempted in most of the civil service systems or codes. In this connection it should be noted that while civil service is in force in most of the departments at Washington, it is not applied to the Library of Congress. The Librarian of Congress has the authority to select and employ the best available assistants without regard to place of residence and without examination. The question of placing the Library of Congress under the national civil service was discussed at great length by a congressional committee in 1897, when that library was thoroughly reorganized and placed in its new building. (Senate Reports, 54th Cong., 2d Sess., 1896-1897, v 3.)

Several prominent librarians were called to testify before this committee. It was finally decided to leave the power of appointment in the hands of the librarian without civil service restrictions. The wisdom of that decision has since been amply justified. It would be hard to find today a better-managed library or a more efficient staff.

A few extracts from the evidence given at this investigation are worth quoting, but it must be borne in mind that some of the librarians were referring to library, or internal, civil service, while others meant municipal and national, or external, civil service. Even the report of the Civil service commission (14th annual report) in discussing this testimony fails to make this distinction:

Mr. Spofford, Librarian of Congress, testified: "I think that the librarian who is responsible for the results in so great

and useful an institution should have the selection of the means of accomplishing those results by the aid that is to be given him; and that relates not only to the administration and service of the books and information to be given, but to the catalog department, which is of cardinal importance. That is to say, such special service demands an expert knowledge, wide experience and judgment, and any mistake that might be made would be serious in that department and in others."

Melvil Dewey, State librarian of New York: "The head of the library should have power to dispense with the services of anyone found incompetent for his place and of the people who become mere machines and do their work perfunctorily, only to get out as soon as their hours are over."

Representative Quigg asked Mr. Putnam, then librarian at Boston: "Should you be willing to have the selection of your employes so far taken out of your hands that you were compelled to choose from a list of two or three alleged-to-be-qualified persons, which list was submitted to you by a board of examiners over which you had no authority?"

Mr. Putnam: "I should be willing only in place of worse evils, if I saw those to exist; I mean greater embarrassments. . . . It is much easier to test technical library training, library science, than it is to test persons of administrative ability. . . I should say that if the Librarian of Congress is absolutely free from political control in the selection of his men, if he will not have to recommend persons who are forced upon him, then it is safe to leave it to him. . . I believe that librarians, in general, if they have the responsibility vested in them, will not misuse their authority. . .

"I believe so much in the centering of responsibility and I deem it of so much advantage that the men who are finally responsible should choose their subordinates, that I would not altogether favor a civil service in the selection of employes in the congressional library."

Mr. Fletcher, librarian of Amherst college, testified: "I am not prepared to recommend a system by which any library is brought under any sort of supervision from outside parties."

Mr. Harris, commissioner of education, testified in favor of "efficient clerks, such as library schools furnish, because they can do more work in a day than six unskilled persons can do."

Mr. Putnam was afterward appointed Librarian of Congress and had an opportunity to put his theories into practice. After nine years' experience, he wrote in answer to our questions:

During the past nine years political influence has not impaired the efficiency of appointments to the Library of Congress although this was not protected by the civil service system. That it has not done so is due in part to patient representation and consistent action by the librarian, but also to the fundamental desire of Congress as a whole to promote efficiency in the service. . .

Applicants quite commonly write to senators or representatives asking their influence or recommendations, and communications are frequently received from senators and representatives. They are treated as introductions, but see paragraph in red at the head of the application form.

The paragraph which is printed in red ink at the head of the form reads as follows:

In view of these requirements, any recommendations or "endorsements" of a political nature are not merely unnecessary but a disadvantage to the applicant as suggesting considerations in the appointment not recognized by law.

He also adds:

The decision of the librarian in dismissal, as in appointment, is final.

The St. Louis Public library board wrote us:

An independent, non-partisan board supported by a separate tax is better than a civil service commission.

Our practice is to appoint a librarian who has charge of the library and who is held to account for the results. He selects all his assistants, subject to the approval of the board. The civil service principle prevails. . .The library has been entirely free from partisan political influence from its first organization. Neither party has ever attempted to acquire control of it.

Senator Lodge, who is an ardent advocate of civil service, in discussing the question on the floor of the senate, made the following admission (Cong., Rec., 55th Cong., 2d Sess., v. 31, pp. 159-163):

Nor do I undertake to defend the merit system as an ideal or as an absolutely perfect system. Very few things of human manufacture, I think, are perfect. Certainly the reform system of the civil service is not. . .

The real proposition in regard to the present system. . . is that it is a great deal better than the patronage system. . . If the head of a bureau or department could select his own subordinates there would be little or no need of competitive examinations, or of any artificial system to select them for him. . . . If the man responsible for the work of the bureau or department selected his own subordinates, he would certainly select good ones, for his own credit and reputation would be bound up in the success of his administration. But when they are forced upon him from outside, then we have. . . the injurious condition of one set of persons selecting subordinates and another being responsible for their work.

C. D. Willard, writing on "Civil Service in American Cities" (*Outlook* 76:939), says:

The drawbacks of the civil service reform methods are those that arise inevitably out of the effort to apply any general system—necessarily more or less rigid—to so large and complicated a proposition as that of securing hundreds or thousands of helpers in a great variety of lines of work. The commission and their examining force, unfortunately, are not inspired, and they sometimes make mistakes. Excellent men fail to pass the examination and those of mediocre ability manage to pull through. Heads of departments are occasionally cursed with men who are too good to throw out and not good enough to keep. Worse than all else, the commissioners themselves are now and then accused of "playing politics" and in some cases the accusation has been true.

An editorial in the *Canadian Magazine* (v. 26:607), referring to Wisconsin's state civil service laws, says:

There are necessarily certain persons exempt from the control of the commission. These comprise chiefly those elected by the people, all professors, teachers and librarians, and heads of reformatory, charitable and penal institutions.

The librarian of Indianapolis wrote:

The law of Indiana governing libraries of cities with more than 100,000 inhabitants says. "The librarian shall have the sole power to appoint and discharge all assistants in the library." This is later qualified by providing that if written charges of incompetency be preferred against any employe, a four-fifths vote of the board of directors shall discharge the accused.

Purd B. Wright, librarian at St. Joseph, Mo., writes in the discussion on civil service in the *Library Journal* (31:705):

As most library boards are constituted, little can be said for the intervention of another body in library management. Library trustees serve without compensation and are usually recognized as among the most prominent citizens of the community. They are interested in the library and its work, and proud of its success. They stand for good service, and, if left to themselves, will install a civil service so much the superior of anything a disinterested board will devise, so far as the library is concerned, as to permit of no comparison. . . There is absolutely no reason for making it [the board] secondary to any authority, other than the broad ones of limitation and review of expenditures.

Disadvantages

If I were to tabulate the objections to civil service as applied to libraries, I would list them under four different heads:

1) Geographical limitation.
2) Impossibility of removal.
3) Examination not a satisfactory test.
4) Waste of time.

The absurdity of the geographical limitation which requires us to appoint residents of Seattle ought to be apparent at a glance. Under such rules a government department at Washington may select from the entire country, a state department from the state only, and a city department from residents of its own city. The state department is at a disadvantage, since it cannot compete with a government department for good assistants unless they happen to reside in that particular state, while the city is hopelessly handicapped when it wishes to fill positions for which special training is required and for which the number of desirable candidates is very limited. This residence rule is probably more burdensome to a library than to any other city department because of the limited number of trained or experienced library workers. There is ordinarily only one library in each city, and that library usually has already on its staff those residents who are experienced in library work and who want positions. The number of library schools is also limited as compared to the number of other special schools. If the city wishes to employ an engineer, or a clerk, or a policeman, or a fireman, or an architect, there are plenty to choose from, right here in Seattle. This is not true of the library. To be sure, the civil service regulations permit the commission to waive the residence rule when in their judgment it is necessary. But how can they be expected to have judgment in such a matter, since they are not familiar with the detail of the work required? Our commission, when asked to waive the rule recently, for four positions where properly qualified residents were not obtainable, granted the request for two and declined for the other two. Yet a year and a half ago they waived the rule on one of the positions, which in this case they declined. The second position was a confidential one, the kind for which commissions usually waive, not only residence qualifications, but examination as well.

But suppose the rule is waived, what happens? The imported assistant is required to pass the examination after she arrives, sometimes after working for six months. If for any reason she fails to pass it or is beaten by some other unexpected candidate who happens to be more glib at written examinations, then she loses her position. Having persuaded her to give up a position elsewhere in order to come to Seattle, the librarian is now under moral obligation to take care of such an assistant and to find work for her elsewhere. Under such conditions, I need hardly tell you it is difficult to persuade good candidates to relinquish positions elsewhere to come here and take chances. To my mind, this residence restriction is only another kind of spoils system. In this rule the citizen practically says, "We pay the salaries, we ought to get the jobs." Like many other phases of civil service, especially the restriction on removal, its real result is the protection of the employe, not the improvement of the service. Any rule intended to improve the service would permit us to compete with other libraries in the open market for the best assistant our salaries could secure.

The second difficulty, and perhaps a more serious one, is the impossibility of removing an employe except for charges of a most flagrant nature. When an assistant is removed, charges in writing must be filed with the civil service commission by the librarian. The discharged employe then has the right of appeal to the commission within 10 days. A trial is then held at which the librarian and members of the library board and library staff must appear as witnesses. The evidence is heard and judged by men who know little or nothing about library work and to whom the finer qualities of character and personality that count for success in library work have little or no weight.

If the appeal is sustained, the employe is reinstated and the last condition of that library is worse than the first. We cannot afford to take such chances. No self-respecting man wishes to prefer charges or give testimony against a woman in such a trial. The scandal and newspaper notoriety incident to such a proceeding would injure the institution. An illustration of this is the case of four library assistants recently under trial before the Los Angeles civil service commission. Except for this right of appeal it would be possible for the

librarian to remove incompetent or undesirable assistants quietly and without upsetting the whole library and staff. The employes know they are safe, and that fact alone, in many cases, destroys efficiency and promotes laziness and insubordination. In my opinion it is poor business judgment to place a man in charge of a number of employes and expect to hold him responsible for results unless those employes are strictly accountable to him not only for their work but for their tenure of office. This point can be appreciated fully only by those who have actually had the direction and control of a large force of people. Responsibility and authority go hand in hand, and without one it is useless to expect the other. If, given this authority, his administration fails, the place to begin correction is at the top and not at the bottom, as civil service tries to do.

The third difficulty is that a written examination is a very poor test of efficiency. Many people can give a good account of themselves in such tests, but afterward prove to be very poor and inefficient assistants. On the other hand, many industrious and reliable employes are very much at a loss when they try to write or tell of their work. A written examination does not touch the qualifications of character, personality, industry, gumption, integrity and tact. Such considerations are of vital importance in any educational work, and if they are lacking the work must be to a great extent a failure. Under the civil service system, the appointing officer is often required to appoint candidates against his better judgment, simply because they are on the civil service eligible list. This has happened under the present and also under the preceding administration, where the librarian has decided against a candidate on general grounds of inefficiency or undesirable personality, but has been forced to appoint such assistants simply because they passed a very easy civil service examination.

Mr. Fletcher emphasized this point in his testimony before the joint committee:

> Patrons of a library knowing something of books and how to use them are impatient of every detail of a library's system which seems mechanical, and especially dislike to be served by unintelligent and stupid attendants. They feel that there should be available to them the services of some one competent to understand their needs and able, in the shortest time possible, to procure for them what they need. In my judgment, this

is only a reasonable expectation, consequently I favor the employment of a sufficient number of intelligent and trained assistant librarians, at whose hands whatever the library has of catalog or bibliographic apparatus will be readily placed at the service of readers and always supplemented by a quick-witted intelligence and by the ready use of wide knowledge. A *desideratum* in the organization of the working force of such a library is that it should be, so far as possible, composed of intelligent men and women, capable of giving aid and direction to readers and inquirers.

The fourth objection is that the system wastes time through an unlimited amount of correspondence and interchange of blanks and "red tape" with the civil service commission. While we are manipulating this machinery, it frequently happens that some other library not handicapped by civil service secures the good assistant whom we were trying to engage.

In order to discover to what extent municipal civil service is applied to the principal public libraries in the United States, we recently sent a list of 25 questions to each of 53 different libraries. These 53 libraries included all in cities of over 100,000 population, as well as all we know to be under municipal civil service, and a few smaller libraries because of their reputation for good management or because they were near Seattle. The answers to these questions show that of these 53 public libraries only nine are controlled by municipal civil service, eight of the nine report unsatisfactory results, although only four of them are under as rigid restrictions as the Seattle public library was. None of the nine take high rank among libraries. Several of them are planning to substitute internal for municipal civil service. The Brooklyn public library and the Queensborough public library, two well-managed institutions, have already made this change. On the other hand, in 19 other cities (of the 53 mentioned above), where the cities are themselves under municipal civil service, the library is exempted, and in these cities, notably Pittsburgh and Buffalo, the libraries take high rank.

The following extracts from the replies to our questionaire seem to be worth quoting:

Grand Rapids answers: "Believe it highly desirable that the city should get the best material possible for workers in the library, regardless of whether they are residents at the time of appointment or not. After they . . . are appointed they become residents."

In many cities, intention to become a resident is accepted, and some of the best-managed libraries answered that residents were preferred, "other things being equal."

In Boston, where a thorough system of internal civil service prevails, the librarian, assistant librarian, librarian's secretary, auditor and heads of departments are exempt from any examination whatever.

The same is true in Brooklyn; even in New Haven, where the library is under municipal civil service, these special positions are not only exempt from any residential rule, but from any examination.

There are but seven libraries in the country which reported that they did not exempt any class of assistants from examination: Butte, Chicago, Detroit, Indianapolis, Jersey City, Milwaukee, New Orleans; Detroit, Indianapolis and Milwaukee exempt the librarian.

Of the nine libraries under municipal civil service, two (Milwaukee and New Haven) put the right of removal into the hands of the librarian. Two more (Duluth and Everett) never had up the question of removal. Four (Chicago, Los Angeles, New Orleans and Seattle) give assistants the right of appeal to the civil service commission. This point is not reported on by Syracuse.

Mr. Hill, of the Brooklyn public library, formerly under civil service, states (Portland conference A. L. A., 1905, pp. 164-165):

> As a general thing, a position under civil service is nothing more than a premium upon incompetency. It is a comparatively easy matter to get a person into the service, but a very difficult one to get rid of that same individual; contrariwise, it is difficult to get a competent person in and it is very easy sometimes to get that same person out.

Purd B. Wright of St. Joseph, Mo., quoted in *Library Journal*:

> Finally, that lack of power to discharge or discipline, except after tedious trial, forced the retention of people who had lost their usefulness, or who, for different causes, had become a serious detriment to the department. A power or protecting clause or body behind which one may hide is always taken advantage of by the disorganizer, the lazily inclined, and those with lack of energy or ambition, and the vicious.

On Dec. 17, 1908, there appeared in the *Oregon Journal* a statement by O. I. McPherson, for over three years the secretary of the civil service commission of that city. He is very emphatic in denouncing the rule which prevents the removal of an unsatisfactory employe except after one or more trials. He is quoted as saying:

One of the sections of the civil service rules that is badly in need of revision is that . . . relating to the discharge of employes under civil service. . . I do not believe that civil service rules should be abolished, but they should be amended so as to remove objectionable features. There should be no question about giving the head of a department the right to judge the efficiency of the service performed by the subordinates under him. . . In making rules to govern the civil service, the question as to whether the rule will improve or impair the service should be paramount to any question as to the rights of employes under that system. To get efficient service, the rules should be so framed that the executive shall be the judge, and the sole judge, as to whether an employe is performing his duties properly and efficiently. When a person takes an examination and passes, he has merely demonstrated his fitness for a trial in a position under the civil service, and he is not necessarily, as some seem to think, entitled to be pensioned by the city for the rest of his life on account thereof. After a man has passed, he often proves to be utterly worthless for the position for which he was examined.

New Orleans reported in answer to our questionaire:

Difficult to remove. Trial before a civil service commission, but sympathy for a woman employe would make it almost impossible to discharge her.

Los Angeles is experiencing the truth of the answer sent us last summer:

Civil service is a hopeless handicap. . . To remove an assistant who is lazy or stupid, we would have to make practically a criminal trial of it and blast the young woman's life and reputation forever. Incidentally, with a saffron hue of newspaper, this would precipitate a library scandal which would hurt the institution in usefulness.

New York City answers:

There is absolutely no politics connected with an appointment in the New York public library. We have full liberty to get the best assistance we can at the salaries available.

Los Angeles is experiencing a library scandal just now.

In seeking remedies for these abuses, four courses suggest themselves:

1) To secure modifications in the present civil service rules that will eliminate residence qualifications for all technical library positions, and that will authorize the librarian and library board to remove undesirable or incompetent or mediocre assistants without appeal to the civil service commission. Important positions, such as heads of departments, children's librarians, catalogers, branch librarians, etc., might be removed from the competitive list, such positions to be filled by the librarian from candidates who meet certain defined standards of education, training and experience. The possibility of changing civil service rules, however, is so unlikely, and the difficulties that can be removed in that way are so few, that it is necessary to find some other solution of the problem.

2) The second suggestion is to secure amendments to the city charter that will in effect substitute an internal service system for municipal civil service. This may also be difficult since the newspaper discussion attendant upon such amendments would probably stir up other city departments.

3) The third solution is to incorporate the library or the library board by an act of the state legislature, as has been done in the Brooklyn public library and the Queensborough public library. In Boston, also, "The trustees, although appointed by the mayor, are, as a body, a corporation." This would also open the way for the substitution of an internal civil service system.

4) By securing an amendment to the state law which will define sharply the duties of librarian and trustees with regard to the employment and dismissal of library assistants. Such a state law would almost necessarily supersede the civil service rules of a city charter.

A serious drawback to efficient service in any public library is the impossibility, under municipal civil service, of securing the best assistants and of removing those that are least efficient. To my mind this is a serious drawback. In any institution or organization employing a large number of people, the selection of those employes is the most important single item in the manager's duties. If he is to be held responsible for results, he must have authority to make such selections without limitations of red tape, especially without referring the matter to an outside body having no knowledge of the problem and not directly interested.

The establishment of several good library schools during the last 20 years has developed a corps of trained library assistants, entirely removed from politics, that is rapidly improving the library service of the country. If any library is to keep pace with those of other cities, it must be able to compete with them in the open market for the best training its salaries will secure. This is not possible under a civil service commission, even though it grants the library board such favors as it deems consistent with civil service rules.

Internal civil service, entirely within the control of the library, is heartily commended by the libraries at Boston, Buffalo, Cleveland, Grand Rapids and other cities, as eliminating political influence and undesirable applicants, and as being very successful in securing for library service the right kind of people.

LIBRARIES AND CIVIL SERVICE

Read before the American Library Association at Louisville, Kentucky, in 1917. Dr. W. Dawson Johnston emphasizes the advisability of agreement between municipal and library authorities.

A sketch of Dr. Johnston appears in Volume 1, *The Relation Between the Library and the Public Schools.* He died suddenly in Washington, in 1928.

Should libraries be under the general civil service of the state, or have a separate civil service organization? The form of this question indicates that the only alternative to control of libraries by the general civil service of the state is control by a separate civil service organization. It also assumes the existence of a state civil service commission in control of the libraries in the state and not merely a state civil service law affecting them.

As a matter of fact there is at present a state civil service commission in only ten out of forty-eight states and in only one of these states (New Jersey) has the commission assumed any responsibility for civil service conditions in libraries outside of those of the state.

On the other hand in only one of the states, California, has an effort been made by state library authorities to provide for certification of librarians.

Under these conditions civil service reformers are bound to believe that much more remains to be done in the direction of standardizing library service, and those most interested in libraries must agree with them. The only question is who should do it, and how should it be done.

The question who should direct the standardization of library service is ordinarily considered as a question of persons and prerogatives, rather than a question of function. In the recent A. L. A. inquiry with regard to the relations between civil service and library service twelve libraries answered in the negative the question "Does the library assist in preparing

questions and rating papers?"; nine answered "Yes." The ordinary civil service commissioner evidently does not realize that the librarian can assist him.

On the other hand the majority of library boards and librarians are similarly slow to seek assistance of civil service authorities in the selection of persons in the clerical and building staff of the library, altho these are positions similar to those in other departments of the municipal service, positions which should be filled thru the same channels, and positions to which librarians have no particular qualifications for either making appointments or recommending appointments.

This attitude of indifference to those to be served on the part of civil service authorities is well illustrated in the history of civil service in New Jersey. Despite the fact that librarians in that state are very much dissatisfied with the service rendered them by the state commission, the state civil service in-investigation committee appointed in 1916 to inquire into the advisability of amendments to the civil service law, in its recent report makes no recommendations whatever affecting libraries. It is evident that either they are ignorant of the feeling of librarians with regard to the state civil service, or are unable to discover ways and means of improving it.

The attitude of librarians toward civil service authorities on the other hand, is well illustrated in the history of civil service in the states of Washington, Ohio, and Massachusetts. In Washington librarians secured an amendment to the civil service law exempting libraries from the operation of that law, and in Ohio and Massachusetts they have succeeded in defeating efforts of the civil service authorities to extend their service to libraries.

That relations of a very different kind are not only desirable but possible is shown by the activity of the Wisconsin Civil Service Commission, which, thru its educational and welfare service, and in co-operation with the State Library Commission, recently provided for a series of six conferences of departmental librarians. The discussions were led by officers of the library commission who had visited the different state departments and noted conditions.

The possibility of more helpful relations is shown also in the history of civil service reform itself. The civil service reform movement has passed thru two stages, first a negative

one aimed at keeping undesirables out of the civil service, and second a positive one directed toward raising the standards of civil service and promoting its efficiency, inaugurated by the organization of the National Assembly of Civil Service Commissions in 1908.

An important and significant step forward in the work of this assembly was the appointment of a committee on co-operation among commissioners on examination standards in the year 1915. This committee made a report the following year, in which one of its members said, "It is my hope that the committee on examination standards will, during the coming year, subdivide its work in such a manner as to assign one, or not more than two subjects at most, to sub-committees or to various civil service commissions for special investigation and study. By limiting the investigations of any sub-committee or commission to this number of subjects and by using a common scientific scheme of investigation, we shall, I believe, attain the perfection in examination we desire. The results attained by any investigating unit could be made available to us all thru the topic committee on examination standards."

In view of these facts, the unhappy condition of a number of libraries under civil service control, the desire of progressive civil service authorities to improve the civil service, and the movement among librarians to standardize library service, is it not desirable that there should be agreement between civil service and library authorities with regard to the application of civil service principles to library administration, particularly on these points:

(1) Should not civil service principles be applied to the selection of civil service officials, especially examiners, and if not why not? Some of the opposition to the extension of civil service among libraries arises from the fact that some civil service commissioners are simply political appointees and some from the fact that general examiners are not only unable to give any but general examinations, but are sometimes unable even to recognize this limitation. If there are any reasons why civil service officials should be exempt from the rules governing other public officials they should be made known.

(2) Should not the service of different civil service commissions be coordinated and examinations standardized? There is much distrust of civil service administration due to the

failure of civil authorities to agree among themselves as to the proper classification of the service and the proper standards of examination. This lack of mutual confidence among civil service authorities begets lack of confidence among those they desire to serve. There can be little hope of greater respect for the decisions of civil service officials until they have greater respect for their own decisions.

(3) Should not civil service commissions co-operate with other professional bodies in the elevation and maintenance of professional standards? There may well be lack of confidence in the local civil service examiner on the part of the librarian or other expert, and the local examiner may in turn distrust the local librarian, but between state and national organizations representing civil service authorities on the one hand and library authorities on the other there should be co-operation, and, indeed, must be if substantial progress is to be made.

(4) Ought we not to recognize the impossibility of always securing the best candidates thru formal examinations? The best that such an examination can do, even when personality and experience are carefully rated, is to eliminate the least capable; it must be left to the appointing officer to determine who of those certified is best fitted for the particular position to be filled.

I hope that the time will come when there may be agreement between the National Assembly of Civil Service Commissions and the American Library Association with regard to these and all other points in which civil service and library authorities have a common interest.

In the meantime we can only seek for the improvement of civil service conditions in those few states in which civil service has already been extended to libraries, and endeavor to organize library civil service or provide for the certification of librarians in the numerous states in which there has been no standardization of the service either by civil service or library authorities.

STAFF MEETINGS

Conferences of the entire staff are difficult to manage and rarely held in the larger libraries. When they do occur, topics of general and professional interest are usually discussed. Administrative staff meetings concerned with library business, are almost always made up of department heads and branch librarians, or are limited to a single branch or department.

THE NECESSITY OF STAFF MEETINGS

These two papers were read at a round table on staff meetings held by the New York State Library Association in September, 1908. The first was by Miss Mary L. Davis, librarian of the Troy, N.Y., Public Library, the second by Miss Frances L. Rathbone, then librarian of the Free Public Library of East Orange, New Jersey.

Mary L. Davis was graduated from the New York State Library School in 1892. She was for twenty-one years librarian of the Troy, N.Y., Public Library, and died on November 29, 1926, as the result of injuries from a motor-car, received while walking in the street.

Frances L. Rathbone (now Mrs. R. H. Coe) received her library training at Pratt School of Library Science in 1903. She was connected with the Newark, New Jersey, Public Library, until 1905 and from that date until 1910 was librarian of the East Orange, New Jersey, Public Library. After serving as instructor on the staff of Simmons College Library School in 1910-11, she revised the catalogue of the Somerville, New Jersey, Public Library and was a member of its staff until 1915. Since that date she has been connected with the Massachusetts State Library, Boston, Mass., and is now head of the Catalogue Department.

By Mary L. Davis, *Librarian of the Troy (N. Y.) Public Library*

Very little has been written on the subject of meetings and classes conducted in our libraries. An examination of the recent annual reports of more than thirty libraries shows that nearly a third makes brief record of such meetings, and also reveals the indefinite use of the terms meetings and classes.

It will help to a clearer discussion of our subject if we draw a line between meetings conducted chiefly with administrative objects in view, and those held for the purpose of giving instruction, or sharing information on some topic, or topics, of interest to library assistants. These latter may be properly termed classes and omitted for the present from the discussion, though meetings and classes may easily merge, one into the other. We will also leave on one side for present purposes the very large library, with its elaborate system of superintendents, department heads, and assistants of various grades, and turn our attention to the medium-sized, or small, library, with, let us say, a staff of not over ten persons and probably of nearer half that number.

Now what can we get from staff meetings in the library of that size? Replying to one question by another, in Yankee fashion, What sort of staff do we want? Do we want our library assistants to be "mere couplings, connecting-rods, literary beltings," while the librarian "percolates efficiency" in his tours through a library, where, to change the figures, he watches the "book chambermaids going around remembering rules;" or, do we want a library force composed of intelligent, capable, sympathetic, and not too obtrusive assistants? Assistants who know the technique of their work, but to whom it never becomes wholly mechanical, whose intelligence is aided by imagination, and whose skill is gained by study, observation and experience. I have long contended (pardon the digression) that a well developed imagination was a quality much needed for successful library work. In reading about the training of telephone operators not long ago I was amused to note that no girl could become a successful operator unless gifted with imagination.

Granted that intelligent workers and not automatons, however skilled, should be developed in our libraries, I think we shall find the staff meeting one of the best aids in this direction. The mere fact that we pause in the midst of our busy routine to consider the course we are taking is in itself a recognition of the fact that the work should be done thoughtfully and not automatically. Then the workers in the library, be they few or many, meet for the purpose of viewing on all sides the subjects for consideration. It is the family meeting of the library for the sake of talking over family matters, and the librarian, as head of the little group, has his, or oftener her,

opportunity of giving such information as it is proper all should receive. It is also the time for announcements as to new policies to be pursued, new work to be undertaken, and such general information may then be given as to the detail of work in the different departments that each member of the staff will be somewhat at home everywhere in the library. This sort of knowledge is specially needed in the library with a small staff, where, to pursue the domestic metaphor of the author just quoted, the assistants are much more likely to be general housework girls, on occasion, than "book chambermaids" or literary waitresses.

The librarian is often aided in forming plans, or making decisions, by the suggestions received at these meetings. He gets the benefit of different viewpoints on new undertakings, and hears commendation and unfavorable criticism of the work in hand. It is an opportunity of judging the individual, her quickness of comprehension, resourcefulness, interest in the work, and sympathy—an occasion when things difficult, or impossible, for the librarian to say to the individual may be said to the staff in general. It is also an opportunity to learn of unsuspected lacks and misinterpretations of all kinds, and to see his library and its workings as "ithers see it," not only those working in it, but those who patronize it—for comments and criticisms of all sorts come floating in over the loan desk, or are called forth by the catalog or some assistant's quickness, or slowness, which would never be formally made to the librarian. And as we know that harsh criticism of all kinds is oftenest occasioned by lack of understanding, what better way to fortify our libraries against the adverse criticism sure to be made than by having all those who work in them familiar with the aims of those who are shaping their development, and also, so far as prudence permits, with the aids and hindrances in carrying out those ideas?

Staff meetings may be made of help in promoting good understanding between individual members of the staff, loyalty to one another and the institution they serve, that *esprit de corps* which is so marked a characteristic of our profession, and the concerted action which can follow only on concerted knowledge. The staff meeting is a time when the methods of other libraries may be considered for purposes of comparison or adoption, or the latest important news from the library world brought to

the attention of all. We have felt the inspiration and practical help obtained at library meetings of various sizes from the modest round table to the crowded sessions of our national association. Why should not a family library meeting be proportionally of benefit—be something more inspirational than the mere laying down of rules and the dry detailing of information?

I asked my staff one day for written suggestions as to the conduct of our meetings—as to topics which might profitably be considered, etc. I thought they would unite in saying they felt the need of knowing more about the books as they came into the library. To my surprise only two expressed that desire, a third saying she thought the time spent in that way had given little pleasure and profit—but then she may not have been a fair judge, as she had done most of the little book discussion we have undertaken. A discussion of books, even though carefully prepared by one person, is something that should not be hurried too much, and the time which can ordinarily be allotted to it at staff meetings is probably too brief. Feeling, however, that all in my library need to know more than we do about the books and periodicals coming into the library (and for that matter about those already there), I am starting a library class, if it may be called such, where we shall talk about things we have not time to consider in staff meetings, especially about the new books, or old ones, if we choose. This class is designed chiefly for those who do not handle the books in process of classifying and cataloging, and who have not yet spoiled their literary appetites by much reading of reviews.

All librarians may have ideals and theories, but we are usually confronted by conditions unfavorable to the carrying out of our pet plans. We have, perhaps, a small number of workers in proportion to the work that must be done, to say nothing of that we would like to undertake. The salaries are small, and the hours sufficiently long to leave very small margin of time and strength for the non-professional occupations and pleasures which every one of us needs in order to keep from getting into a rut. Now, given these conditions, or given more favorable ones, I would like to ask a few questions, and should be glad if a little time for their discussion might be given in the course of this meeting:

How often should staff meetings be held?

Should they be during, or out of, library hours?

Should attendance be obligatory even when it involves an extra journey to the library, and perhaps additional expense in the way of lunches and carfares?

In case reports on new books or any professional matters are required, how much time, if any, out of scheduled hours is a librarian justified in expecting members of his staff to give to such work?

Should he encourage meetings outside of library hours of members of the staff for purposes of study connected with professional matters? Or will the knowledge gained in such ways be more than offset by the loss of elasticity in the mind that is always exercised in one way?

Is it possible that we take our work as well as ourselves too seriously, and not throw it off when done for the day in favor of some quite different pursuit? I wonder if to the outsider, we seem surrounded by the "visible, unctuous, tangible, actual, thick silence" that oppresses the sensitive author already quoted in the library he frequents. "Everything that came out of that library," he says, "is followed and tiptoed around by our librarian's assistants' silence. They are followed about by it themselves. The thick little blond one, with the high yellow hair, lives in our ward. One feels a kind of hush rimming her around when one meets her on the street." How many of us, do you suppose, make that sort of impression when we walk abroad?

II.

By Frances L. Rathbone, *Librarian Free Public Library, East Orange, N. J.*

The time when the business methods of a library were a profound secret from the staff, and when future aims were the last thing about which a staff should feel at liberty to inquire, and when a suggestion, from an assistant, of a change in method, or a shortcut in work was repulsed, is not so far back in library history but that it is understandable how the staff meeting is slow in coming to the fore as an essential part of a library schedule. The closed shelf library was in part responsible for this, for there was much routine work to be done and little chance for the assistant to make her personality felt. Now, in the successful open shelf library every assistant must be the librarian in embryo. She must express the librarian's

spirit, and the library's policy. She cannot do this without being in touch with the librarian, nor can she be more than a routine assistant unless she is given opportunity to think for herself. Assistants *do* think for themselves, but for want of being asked what they think they lose interest and become mere machines. The best part of themselves, as individuals, is suppressed and the library loses the cream of each assistant's value to the institution for want of simply setting her free by asking for help and advice. This crest of the wave, this spontaneous spirit which gives human warmth of interest, as well as routine hours of service, could be had for the asking, without money and without price if librarians would only sincerely believe that the staff could assist in forming the policy of the library and in saving dollars by short-cuts suggested. I know of an assistant in a children's room who was recataloging the collection. She said to me: "Many of these books had better be discarded. They are of no literary value. Their current demand passed away years ago and they stand on the shelves, yet I am spending months in cataloging them." I asked why she did not suggest this sensible saving of months of her salary, space on shelves, repairings in the future, etc. Her only reply was, "The suggestion would not be welcomed"—and she went on with her work. Enough time would have been saved in this one suggestion alone to justify many staff-meetings. Of course many impractical suggestions will be offered and these must be received in the friendly spirit in which they are given if we would have others offered in the future. As Mr. Dana says, each one should offer at least ten suggestions to every one that can be applied.

The first requisite of a staff meeting such as we have used, and which I have been asked to describe, is that it occur as an essential part of each week's work. We never make a change without first discussing it with the whole staff. We often wait a week to think over all its disadvantages and discuss it again before inaugurating it. If, on trial, it fails, we drop it. I usually discuss any proposed line of work with the staff previous to bringing it before the directors. When it is clearly threshed out with the staff I know the line that I wish to suggest and then tell the directors about it. Of course this only applies to matters of library development, such as a plan for allowing more books to a borrower, the vacation plan, reasons for having the library open longer hours, etc.

Staff meetings as a part of the weekly schedule should be planned to meet the needs of the special staff concerned. They should be open to the apprentices as well as to the staff. They should first of all be practical. If they are planned for the staff of a large library, department staff meetings will bring more concrete results than large general meetings. It is better that the librarian meet the heads of the departments and leave them to infuse his spirit into their staff meetings. A small library, of course, has the advantage, for here it is possible to arrange for the whole staff to meet at one time, and the librarian can conduct the meeting in person. But whether the staff be large or small, three or sixty, I believe a staff meeting is a lever that should not be omitted through pressure of time, or because of any diffidence on the part of the staff or the librarian Scholarship is not the only requisite for a librarian. Ability to draw out the best in her staff, to develop their latent powers, and to establish a spirit of co-operation in the work are indispensable to successful library work in our time.

Three lines of thought should pervade the staff meetings in order to bring about the largest practical results:

1. There should be the desire on the part of the librarian to share with the staff all of the plans for the library's growth in regard to the spirit, the policy, the attitude towards the community. This part of the staff meeting should provoke a "give and take" discussion of work outlined for the future. For I believe the librarian can gain more from the staff, if she goes to its members in a receptive attitude, than she can give them. And I believe that she cannot afford to do without their advice.

2. There should be a frank discussion of any proposed change of details or rules or methods. If the librarian makes a change without first asking the effect of it in relation to every department, she will find herself doing many unwise things. Or, if she, unadvised, tries to think out all of the difficulties, she will have consumed much more time than if she had let those most closely in touch with details present the weak points, and she will have lost to the staff this opportunity for growth. Let us remember that a librarian must be a successful teacher if she would be a successful librarian. A janitor once said to me, "Mr. —— is one man in a thousand." When asked why, he replied, "Well, I have worked under many other people

before I came here, and usually I was told just what was to be done in every emergency, but Mr. —— always says 'Clark, these are the conditions, what had we better do about them?' He probably knows much better than I what should be done, yet he asks me." I then said to him, "Doesn't it make you think much more carefully about everything you do because you know that your opinion will be asked?" "Yes, of course it does. But not one man in a hundred has sense enough to know that and do it."

3. There should be some sort of study course carried on. This part of the meeting should be in charge of each member of the staff in turn. By this plan no one has to devote a large amount of time to preparation, yet all get the results. If the library gives the time, the study should be so planned as to make the result tangible and effective for the library as well as for the staff. The reading of a history of literature or of any special book could as well be done alone. But the staff meeting study course should be in itself an index to a wider field of knowledge than the mere contents of any one book or than the actual work covered.

STAFF MEETINGS

Another consideration of this subject, read at the assistant's round table of the Indiana Library Association meeting, held at Gary in 1915. The writer, Miss Ruth Wallace, then an assistant in the Public Library of Evansville, Indiana, is a graduate of Franklin College in Indiana and attended the New York State Library School in 1913-14. She began her library career in the Franklin Library, later becoming head cataloger in the Evansville Library and Instructor in the Chautauqua summer school. She is now head cataloger of the Indianapolis Public Library.

It is not an overstatement to assert that staff meetings are not merely valuable, they are actually necessary to the best service in any library where there are a number of assistants.

Their function is akin to that of the lubricating oil in an engine, and they are excellent safety valves as well. Their real purpose is, of course, the discussion of problems of administration with plans and suggestions for improvement and just as the head of a family, the director of an insurance company or the president of the United States finds it worth while to consult with the other members of his family, the responsible officers of his company, or the experts in the various departments of the state, so the librarian finds consultation with his staff helpful in the solution of library problems.

As a rule it is the progressive, the broad minded, the really efficient librarian who not only approves them but who makes a conscious effort to conduct these meetings in the most effective way. A city librarian once put it that he could say to his staff do this and the staff must mind, but it was quite as well to say, "Shall we do this? If so, how? Anyone can crack a whip, but it takes team work to draw along a vehicle even of education. Every staff member may know it is her privilege to advise the librarian, but she is naturally reluctant because the act seems informal."

The advantage is of course twofold—to the librarian and to the assistants. The librarian obtains different points of view on proposed undertakings and is aided in formulating plans and arriving at decisions. This is recognized to such an extent by some that they have found it wise to make no changes in policy until after a careful discussion of the matter by the staff. The manysidedness of most questions is surprising when thus brought out in a friendly give and take fashion.

Again it has been suggested, staff meetings furnish opportunity to the librarian for three things: to say, to judge and to learn. "To say to the staff in general what would be difficult to say to individual members. To judge the different assistants as to resourcefulness, interest in their work and sympathy, and to learn of failures or successes on the part of the library in its service of the public through complaints, misunderstandings or misinterpretations or words of commendation which come to the ears of the loan desk assistant."

In his "What is it to be educated," C. H. Henderson says, "We gain infinitely more from those who disagree with us and oppose us (who flout us if need be at every turn) than from those agreeable persons who share and repeat our own little stock of platitudes."

The public does not always flatter us even when we may be making the greatest effort to serve them well, but we may as well laugh, for as Margaret Widdemer says, "The librarian who cannot laugh like the one who reads, is supposed in library circles, to be lost." Having laughed, we may make the most of the criticisms.

But what of the advantage of staff meetings to assistants? Every assistant, it is said, should express the spirit and policy of her library; should be in fact, the librarian in embryo. Sympathetic cooperation of all assistants with the librarian would tend to bring about such a result. Assistants (if they are of any account) will *think* for themselves, but they should also be allowed to express their thoughts if they are to keep up interest, to be live wires in the system.

One city librarian concluded after continuing for some time without staff meetings that "Criticism which inevitably grows among a large number of assistants with minds may be handled much more satisfactorily if made open and official instead of 'round the corner gossip."

Staff meetings should help the assistant to grow professionally. Participation in these informal discussions is sure to give one larger views of library problems and it is an educative process to form the habit of looking at the different departments of work as related rather than separated.

Certain ideals or standards of efficiency are set up and each is given the benefit of the experience of the other members. This accords with Professor Weeks' idea (set forth in his "Education of tomorrow") of the purpose of education; namely, the substitution of learning by understanding for learning by experience.

Then there is the great advantage of good feeling or good fellowship which such meetings tend to promote. There is a freedom from restraint in rightly conducted staff meetings akin to that in a congenial family gathering and all library matters may be safely talked over. There is almost sure to be a humorous side, too, when the questions and experiences of the week or weeks are related, and the boy who wanted that Montezuma book for his sister, a teacher, which turned out to be the Montessori method, or the High School boy who insisted on having something about Corny Jack, meaning the coinage act, or the woman who handed a slip over the desk, on which was written, "Trine's entombed with the infant," are sure to bring pleasure to all the staff as well as to the one who happened to be at the desk.

The value of staff meetings depends almost entirely to be sure, upon the way in which they are conducted, and this in turn rests largely with the librarian.

They are not necessarily uniform in all libraries. In fact, differences in size and local conditions make it necessary that each should work out a plan most suited to its own needs.

As to organization, there may be an elaborate system as formerly in one of the large western cities with its library senate clerk, recorder and 12 standing committees or there may be none at all. It has been found useful, however, to have a secretary to record decisions that have been reached, discussions still unfinished, and also to serve as a basis for annual reports on that topic.

As to the time of meetings, the hour from 8 to 9 o'clock in the morning, that hour in the evening, or from 9 to 10 a. m. have proven satisfactory. Whatever the time decided upon there

will be some on duty who will not be able to attend. Provision is usually made for these by some system of rotation, such as meeting on a different day, advancing one day in the week each time, or providing substitutes on these occasions.

Most libraries give to the assistants the time which is spent at staff meetings.

The frequency of meetings varies from weekly to quarterly (that is, four times a year), but such meetings vary in nature quite widely also. Usually branch librarians in large cities meet weekly, while social gatherings for the whole staff with an address by an expert on some appropriate subject, followed by refreshments, as has been the practice for several years in the St. Louis public library, may as well be held only occasionally.

In the average library the twice a month meetings seem to be most popular, though some prefer them only once a month.

Some devote part of each meeting to problems of administration and the rest to the study of some topic of professional interest and others alternate, have the problems at the first meeting of the month and the study program at the second.

Following the former plan, announcements are made by the librarian, heads of departments or others, then questions of policy sometimes termed "troubles" are heard from various sources.

Fines, for example, are an ever present source of trouble. Special privileges are apt to be so, also. The tendency of boys and girls of grown up feelings to *keep* straying over to the adult department, are all familiar themes, I judge.

Then there are the records and the desire to keep them in the best, the most accurate, the most up to date way. Under this head come records of fines, exchanges, withdrawals, detailed records of how the time of each assistant is spent for all processes requiring over fifteen minutes and records of all reference questions asked at the desk. The latter, as we have already stated, are likely to enliven the meeting.

Other topics such as the details of cooperation with schools —modification of charging systems—useful subjects for the card catalog and methods of filing are good for discussion. Reports of district, state and national meetings may be made enjoyable features.

In the Evansville staff meetings, which, thanks to the librarian's interest and enthusiasm, are very helpful, a number of

the above questions have been discussed, also reports given of new ideas gained from libraries visited, conferences and summer schools attended during the vacation, or from reading or any other source.

Some libraries have made lists of books of professional value owned by the library and the staff and placed them at the disposal of all.

Others have planned library exhibits, a recent example being the "Exhibit of methods and devices in use in the different departments of the St. Louis public library."

So much for questions for discussion. Now comes the more strictly informational or study side of the program. Here again there is great variety from the reading of good articles on library topics to intensive study of particular subjects chosen or assigned to the library assistants or listening to an address on some live topic by one who is an authority.

The reading of articles or papers should be the exception, we think, rather than the rule. This is true of articles unless they are quite brief because it takes too long and a few enthusiastic remarks about a certain article will send every member to read it for herself which is a better plan. It is true of papers because they become burdensome unless the staff is very large and very willing, though this might occasionally be done.

A few minutes may perhaps be profitably spent in hearing current events especially so if different members read different papers or magazines. In the Providence public library, as early as 1896, magazines or journals were assigned to different ones to report on at each meeting throughout the year. Their aim in this was the book reviews especially, but the *Nation, Dial, Independent, World's Work, Outlook, Atlantic Monthly* and others will occur to you as fruitful sources for such study, some of them from both the news and book review point of view.

Another suggestion is that of reporting news items on particular subjects—one each being chosen by the different members of the corps. At Gary, the members of the staff respond to roll call with news items of strictly professional interest.

Probably the most common study undertaken in staff meetings is that of current books—book reviews in other words.

It was my privilege while doing practice work in Brooklyn, N. Y., to attend one of Miss Hunt's staff meetings for children's librarians. Each children's librarian is expected to

read at least hastily all the new juvenile books received at their branches and at these meetings, which are held twice a month, considerable time is devoted to hearing book reviews. Special attention is given to the questions whether the books are worth while for duplication or replacement, for what age child suitable, of interest to what particular class or type of child, etc.

The same plan, of course, may be followed in reviewing adult books—calling attention to the best points—stating whether they are of the popular or scholarly-type—class of people to whom they are likely to make a special appeal and perhaps comparing them with one or more books in the same class.

In our staff meetings last year, assistants were called on to report on their recent reading, giving estimates of both fiction and non-fiction, letting the selection be entirely voluntary, only stimulating one to read something of value to report.

A plan first suggested by Miss Rathbone and being used in modified form in several libraries today is the study of books by subjects, a particular class or subject being chosen by each staff member.

In the original plan each was expected to choose the five best books on that subject with the aid of bibliographies in books, encyclopedias, best books lists, catalogs, etc. The books were reviewed and discussed with reference to the title page, date, contents and indexes, physical make-up, source, authority and comparative value.

In this way all the staff learned the essentials of book selection and each member knew one subject especially well so that others might refer to her for that as an authority.

At Evansville, the eleven members of the staff have chosen for special study this winter the following subjects—journalism, ethics, socialism—education—history of literature, poetry and drama, travel, biography, South America, history and what Miss McCollough says can best be expressed only by the number 331.8.

Another "choose one" suggestion is the study of publishing houses for which an outline was prepared by Miss Hazeltine some years ago. Such a study resulting it is said, in "an interest in the publisher of every book—the new publications of the publisher chosen—a grasp of the type of his publications and their comparative value—the make-up and style of a given

publisher's books—and the relations between publishers and authors, copyright, etc."

Still other suggested topics are special libraries as the Carnegie library at Pittsburgh, Astor and Lenox libraries, N. Y., John Crerar library of Chicago, etc., their history and specialties—or the study of typical libraries with visits to these if possible.

Some of these subjects follow, in a way, the curriculum of the library schools and are not applicable when a large number of the assistants are library school people.

In very large libraries the work of each of the various departments is given attention in turn: Whatever the subject of study or the method of procedure if suited to the particular library, the benefits of staff meetings are the same; namely, a means of professional growth, of present education giving one broader views of library problems.

They draw out whatever of originality there is in an assistant. They stimulate to more sympathetic cooperation in the different departments. They tend to make the relation between the librarian and assistants ideal because of unity of interest in the service of the public and they make for good fellowship.

In the case of the Library club at Croyden, England, they are a perpetual bond of fellowship for there, once a member, always a member so long as one remains in the library profession whether he remains in that library or goes elsewhere.

In the language of one of the Brooklyn library reports, "The staff meeting is certainly one of the greatest factors in strengthening pride in the library and in promoting the spirit of cooperation, or esprit de corps, among the members of the staff."

ORGANIZATIONS

The *Library Journal* for July, 1917 contained two announcements of interest to library assistants, that of the organization of the New York Public Library Staff Association, and that of the Library Employees' Union, associated with the American Federation of Labor. In an editorial comment on the latter organization the *Journal* says in part: "It is explained by a representative of the union that the members consider that they belong to the industrial class, and that this is the reason for the separate organization. If union principles should be followed to their logical result, union members of the library staff might decline to serve with non-union members or to circulate books and periodicals not bearing a union imprint or to work in buildings in which the brick had been made or laid by non-union workers. Library trustees will scarcely feel called upon to deal with such problems, until specific occasion for conflict between union methods and library pratice should actually occur, and it is to be hoped that any such conflict will not arise." So far as is known to the editor, none has yet arisen.

NEW YORK PUBLIC LIBRARY STAFF ASSOCIATION

The notice of the Staff Association, mentioned on the previous page, runs as follows:

After several preliminary meetings for discussion the New York Public Library Staff Association was formally organized on Monday, June 4. The association will take charge of the staff meetings and the general welfare work in the library, and will be a clearing house for ideas and suggestions for "the development of the professional, cultural, economic and social interests of its members."

LIBRARY EMPLOYES ORGANIZE A UNION

The announcement of the Library Union in New York, noted above, was as follows:

Feeling the need of closer cooperation and more sympathetic understanding in the library world, and in the belief that as an organized body they can compel the recognition of ability within their ranks, a group of women employees of libraries thruout New York have organized the Library Employees Union, the first library workers in the United States so to organize. They were formally taken into the American Federation of Labor at a meeting held in Public School 40 in East Twentieth Street.

President, vice-president, recording and corresponding secretaries and treasurer were elected, as well as chairmen for a membership committee and a publicity committee.

Every employe in the public library system is eligible to join the new organization, and an aggressive campaign soon will be started to obtain new members. Weekly meetings are held in Public School 40, and speakers of national importance address the organization at the open meetings. An initiation fee of one dollar is charged, and dues are sixty cents per month.

UNIONISM AND THE LIBRARY PROFESSION

Mr. Bowerman of the Public Library of the District of Columbia was an early and enthusiastic supporter of the library union idea. In 1919 he describes its workings in his own library.

George Franklin Bowerman was born in Farmington, New York, in 1868. He received his A.B. from the University of Rochester in 1892, and B.L.S. from the New York State Library School in 1895. Mr. Bowerman was reference librarian at Reynolds Library, Rochester, New York in 1897-98, and served on the staff of the New York *Tribune,* in 1898 to 1900, and on that of the *New International Encyclopaedia* in 1901. He has been librarian of the Public Library of the District of Columbia since 1904.

A statement to the effect that the Public Library of the District of Columbia is now 100 per cent unionized, published in one of the professional journals (and perhaps elsewhere), has brought me a number of inquiries as to the truth of the report and my opinion as to the results of unionism from the point of view of good administration. Mr. William E. Henry's timely article in the May number of the *Library Journal* entitled "Living Salaries for Good Service," based in part on the recent experiences of my own library as reported by Miss Clara W. Herbert in the *Library Journal* for February, closes with a statement that one of the three ways out of the difficulty of low library salaries is in the direction of unionism which he deplores. He says:

> Our people can unionize and change our standards from a profession to a trade and force the hands of the employer. This will move us back of 1876.

These two statements lead me to report exactly what has happened in my own library and to make certain inferences based upon this experience. This is not intended to be an

argument in favor of the general unionization of librarians, but is designed solely to point out one case in which to date it has not been harmful.

It is not true that my library is 100 per cent unionized, but it is true that about 75 per cent of the professional and clerical staff plus three members of our building force have formed a branch of the National Federation of Federal Employes, which in turn is affiliated with the American Federation of Labor.

When last autumn the proposal to form this union in the library was brought to my attention I not only did not oppose it, (as in any case I had no right to do as unions of government employes are permitted by law) but I even considered that it provided possible help in solving the biggest problem with which this library has tried to cope, namely, inadequate statutory salaries, not fixed by the library trustees as is the case in many libraries, but by appropriation bills enacted by Congress.

The National Federation of Federal Employes with the American Federation of Labor at its back had already accomplished something of importance. It is safe to say that the wartime or H.C.L. bonuses secured from Congress for all government employes receiving less than $2500, including those of the library, has been secured by this influence. This organization was likewise able to secure from the President the veto of an appropriation bill a year ago because it contained a rider that lengthened the hours of labor of all the clerical and professional employes of the government from 7 to 8 hours. Members of my staff had directly benefitted thru these successful efforts of the employes' union. Why should they not become members of the union, they reasoned, and aid in the passage of similar salutary legislation and in the defeat of similar obnoxious legislation?

And so the library branch of the union was formed with approximately 50 members—enough to have a delegate in the larger body. I cannot lay too much emphasis on the fact that the library union movement started from the top, that is, from those members of the staff who have the best training and the finest professional ideals. A large proportion of the library school graduates of my staff are members of the union; the president is a graduate of the Carnegie Library School, Pittsburgh. The avowed purpose of the organizers was to secure

a better future for the library and to safeguard it from further disintegration thru constant resignations rather than primarily a hope for personal advantage. Emphatically this is not an anti-administration movement. The union is simply, thru another channel of influence, trying to accomplish the very things for which the trustees and librarian have been striving by means of official representations. If possible, it has made the members of the staff more sympathetic than ever with the administration thru better appreciation of the difficulties which must be met.

Since the library union has been formed, the National Federation of Federal Employes has to its credit still further advances in the direction of improved salary conditions. The H. C. L. bonus for the fiscal year to begin July 1 has been increased from $10 a month as at present to $20 a month, and bigger and better than that perhaps is the creation by the last Congress of a Joint Congressional Commission on the Reclassification of Salaries. This body is now taking up in a thorogoing way the inequalities and inadequacies of the salaries that prevail thruout the government service. The case for better salaries in this library is so strong that this Commission, which seems to be very broadspirited and open-minded, can scarcely fail to recommend substantial salary increases. Indeed we have been much cheered by a statement made by the Secretary of the Commission, former Representative Edward Keating, who declared at a big meeting of government employes called by the Commission that the employes of this library "are grossly underpaid." Librarians generally will be interested in a further statement by Mr. Keating. Speaking of all librarians, he wondered how they lived at all; he thought it must be that the library schools have courses in which the students are taught how to live on much less than other people.

The Joint Commission from the outset recognized the right of the Federation of Federal Employes to have a voice in its deliberations. Not only that, but it has even gone so far in such recognition as practically to encourage all government offices to unionize in order to secure adequate representation on the part of the rank and file in the department, bureau and office committees which the Commission has asked to have formed. Had the library not had a union before, one would probably be formed now in order that the employes might give expression to their needs before the Commission.

The movement for the forming of unions thruout the government and the attitude of scientific and professional men toward such unions is well shown by what has just happened in the case of the scientific and technical employes of the government. They have considered that it was desirable, in order to have their case for better salaries adequately presented before the Joint Commission, to form a union. It is interesting to point out that when the question was raised at a recent meeting of the scientific and technical employes of the government whether they should form a union to be affiliated with the National Federation of Federal Employes or whether they should form a separate organization, it is reported in the press that one of the scientists turned the tide in favor of the union by declaring as follows:

> When we were asking for more compensation before Congress, and were offered, in lieu, longer hours and no increase, did the scientific organization to which many of us belong lift one finger in our behalf? I did not hear of it. But the Federal Employes' Union went before Congressional committees, gave them an idea of our needs and secured for us a bonus, which will begin July 1, to aid in keeping the wolf from the door. Give us the Federal Employes' Union.

It is also of interest that the resolution to form such a union of scientific and technical employes was offered by the chief physicist of the Bureau of Standards, a member of the National Academy of Sciences, membership in which is the highest distinction among American scientists. The temporary president of this union is a distinguished Botanist of the Department of Agriculture. Apparently a good number of the scientists do not regard the joining of such a union a backward step or a movement away from a profession to a trade.

I understand that a large number of other librarians in Washington are members of the Federal Employes' Union. In one instance they have formed a separate branch composed exclusively of librarians and library employes; in other cases they hold memberships thru branches composed of employes in the department, bureau or office where they are employed. In the case of the scientific librarians who now belong to branches of the union in their own departments, bureaus or offices (such for example as those in the Department of Agriculture where nearly forty librarians hold such membership) members will, perhaps, accept the invitation to transfer their memberships to the new

proposed scientific and technical branch, which is likely to embrace several scientific bureaus.

In view of Mr. Henry's concern over the possible unionizing of the library profession and since he is also a university officer, I should like to call attention to the establishment of a union among the professors of the University of Illinois, with the professor of history of that institution as president.

Incidentally the Washington Public School teaching body, which is generally recognized as unusually professionally minded has a strong union organization.

WHY A LIBRARY WORKERS ASSOCIATION?

The forty-third annual meeting of the American Library Association at Swampscott, Massachusetts, in 1921, saw considerable prominence given to the Library Workers Association. Later in the same year its president, Catherine Van Dyne, published in the *Library Journal* a brief account of its aims and principles.

Catherine Van Dyne was born and educated in Newark, New Jersey. She served as assistant in the Newark Public Library from 1908 to 1919; was librarian of the National Board of Casualty and Surety Underwriters in New York City, from 1919 to 1922 and since 1922 has been engaged in commercial advertising and library publicity.

The Library Workers Association exists to help library assistants. It proposes to study their problems and to make recommendations concerning them either to the American Library Association, or direct to librarians or to library boards. Such problems include employment, training, promotion and working conditions. It is in no sense a labor union. It is not composed of radicals or the disgruntled. It seeks information for its members with a view to their improvement, which implies, and means, improved library service. A questionnaire dealing with training has been prepared, and will be sent out soon to libraries and to library schools.

A great many librarians, after learning what the L. W. A. stands for, ask "Why cannot you attain your ends thru membership in the American Library Association?" The answer is that the American Library Association has seen fit to devote little or no attention to the question of personnel. Many members of the L. W. A. are also members of the A. L. A. and the younger association has sought affiliation with the older organization so that the L. W. A. cannot be charged with a feeling of dissatisfaction toward the aims and ideals of the A. L. A.—so far

as they go. But the A. L. A. is without question an organization of head librarians who look at library questions wholly from the administrative point of view. A glance at the programs of the A. L. A. conferences, and at its committees, shows that while library administration and library methods receive full attention (and rightly so) problems of personnel are wrongly neglected. It is true that there is a committee on Library Recruiting but conference papers have shown that library recruiting as discussed by the A. L. A. is limited to attracting young people into the library profession. The L. W. A. believes that attention may be paid with profit to personnel problems as well. Some librarians who evidently believe the A. L. A. fills every professional need and satisfies all shades of opinion, have indeed, misinterpreted the aims of the Library Workers Association. They have charged that it is seeking the material advantage of its members at the sacrifice of the spirit of service. The one need not at all follow the other. It is true that some members of the L. W. A. believe that too much emphasis has been laid, in libraries, on the spirit of sacrifice. They believe that material considerations, perhaps as much as professional ideals, influence administrators who when filling library positions wire the applicant "How much will you come for?" instead of stating "The position is worth so much. What are your qualifications, education and experience?"

The L. W. A. believes that from the administrative point of view, as well as from that of the assistant, from the standpoint of professional progress as well as from that of public service, a way should be found to promote assistants systematically from the junior to the senior grades. It believes that library recruiting is hypocritical if it seeks to attract ambitious young people into the library profession without offering means of promotion and growth. Such questions will be still more pressing if national certification is adopted and the lines of cleavage between the different grades of service are more definitely drawn. The L. W. A. does not oppose certification for librarianship. It does believe, however, that means should be found to prepare junior assistants for advancement *while they are in service.* It has been done in the United States Navy and in many private business corporations. Instruments for this purpose are to be found in library training classes, summer school short courses and library schools. The instrumentalities at present, however,

are far from satisfactory. Only some libraries have adequate training classes. Brooklyn has one that trains college graduates. The library schools tend to oppose single course students or "specials." The reason most frequently given is lack of room. Library schools also oppose granting credits for work done in summer schools. If these objections are valid and it is still found that the best interests of both assistants and administrators require such training, some means must be found for removing the obstacles to attainment. To the study of this question, as well as to problems of employment and conditions of work, the Library Workers Association is committed. It seeks light, not heat, and plans to place the results of its investigations at the service of the library profession as a whole.

ST. LOUIS A.L.A. MEETING

Prominent among remedies suggested to combat the growing spirit of organization was that of local American Library Association chapters, to be affiliated with the national body. Although these are now officially authorized, the St. Louis chapter here referred to is at present the only one organized as such, the others being bodies already organized, received as chapters on application. The St. Louis body takes an active part in interlibrary affairs, particularly of a social nature.

A meeting of members of the A. L. A. in St. Louis and immediate vicinity was held at a luncheon in the St. Louis Lunch Rooms on February 2, at 1 p. m. About sixty invitations were sent out and fifty-four members attended, including representatives from Alton and Belleville, Ill. The meeting was suggested by the agitation for local organizations of the A. L. A., it being realized that a "get-together" gathering of local A. L. A. members was possible and proper without formal instigation or even endorsement by the general body. The invitations gave as the object of the meeting "to discuss measures of increasing the membership and influence of the A. L. A. in this locality."

New members who had sent in their applications were considered eligible for attendance, and thirty-four sent in applications from the staff of the Public Library alone, between the first notice of the luncheon and its actual date.

Dr. Bostwick presided; and after he had briefly set forth the objects of the meeting, there was a general discussion, in which W. L. R. Gifford of the Mercantile Library, James McMillen of the Washington University Library, Mrs. McNiece, Miss Doud, and Dr. Throop of the Public Library, and Miss Dolbee of Alton, took part.

Some of the objects that might be obtained by means of a local association were listed as follows by the presiding officer: To represent St. Louis to and at the A. L. A.; To represent

the A. L. A. in St. Louis; For mutual improvement; For mutual acquaintance; To swell A. L. A. membership, automatically; To increase library salaries; To better library service; To increase local library prestige; To recruit for librarianship; To promote interlibrary comity.

The following resolution was unanimously adopted:

Resolved: that the Executive Board of the American Library Association be informed of the present meeting of fifty-four members of the Association living in and near St. Louis, and of the intention of the participants to hold other similar meetings in the future; and that the Board be asked to give its formal sanction to such meetings and to advise how they may best be held.

On motion, it was voted that a committee of three be appointed to call another meeting in the near future and to report at the next meeting a form of organization and suggestions for programs.

The chair named as the members of this committee W. L. R. Gifford, librarian of the Mercantile Library, chairman; Bella Steuernagel, librarian of the Belleville (Ill.) Public Library, and Harriet P. Sawyer, principal of the St. Louis Library School.

WELFARE

Under this general heading are grouped articles on various phases of the library workers' comfort and health.

HEALTH IN LIBRARY WORK

This article in *Public Libraries* by a physician, vigorously condemns the twin evils of irregular lunch hours and poor ventilation.

The author, Dr. Hiram S. Thorne, was born in Boardman, Ohio in 1845 and was graduated as doctor of medicine from the University of Michigan in 1869. He was greatly interested in civic affairs and was president of the board of trustees of the Fort Hamilton (N.Y.), Free Public Library until it was incorporated in the Brooklyn Public Library System.

Health may be maintained in library work as in any other work by right management; and, conversely, it can be injured or destroyed by wrong management. As you see libraries managed generally at the present time, they promote ill health because they promote indigestion—good digestion being the cornerstone of good health. Indigestion is caused by improper food, improperly taken and by nervous strain—the mind working while the food is taken and during the digestive process.

Librarians generally work continuously seven and one-half or eight hours. Some time during this seven and one-half or eight hours they take a meal or lunch—still on duty. This lunch is taken at no special time but awaits a convenient season, then taken in a hurry and work resumed. This lunch is a cold lunch, indigestible in itself and more indigestible in the way it is taken, and the consequence is inevitable—indigestion. The continued work and consequent nerve strain increases the indigestion, and when at last the day's work is over the stomach is in no condition for another meal and "there you are" right in the best set of conditions to promote ill health and nervous exhaustion.

In almost all avocations of life—except libraries—the worker, be he the president of a bank, the school teacher or the worker in the mine, has an hour off for rest, for lunch, for digestion.

The hour over, work is resumed with new vigor. Not so in library work; it is "plod on" the whole eight hours and no rest—no set time for lunch, and no chance for the digestive organs to do their work.

A proper arrangement of the library day would provide for these necessary conditions for the preservation of health.

It might be arranged as follows: the day consisting of seven and one-half hours. Nine o'clock to twelve, one hour off for lunch and rest, one o'clock until five-thirty. Or, for afternoon workers, twelve-thirty until six. One hour off. Seven until nine. With that arrangement there will be much less complaint of indigestion and of "nerves."

Other conditions necessary to look after to promote health are ventilation, light, and provision against dust. Unless the library rooms are properly ventilated good health can not be expected in those who work in them. All library rooms should be ventilated with all windows open for an hour before the library day begins, and through the day there should be ventilation going on in some way. The fetid breath, and foul odors that come from the clothing of hundreds of patrons are not conducive to health. Bad light, too, produces eye strain, and eye strain is nerve strain and nerve strain ends in "nerves."

Books are great gatherers of dust. As they are handled all day long, opened and closed continuously, the dust flies from them and the air of the room is filled with dust. This is injurious to the eyes and lungs. The remedy is to keep the books free of dust. The janitress, during the hour when the windows are open every morning for ventilation, should thoroughly dust a part of the library, enough so that she goes over the whole at least once a week. A good housewife keeps her house free of dust, going over it often enough to keep it free. If this is important in a family how much more so in a room used by thousands of people in a week?

These few hints will indicate how good health may be maintained in library work. There are other considerations, but these are the most important and it only requires proper housekeeping arrangements to carry them out.

OF COMFORT IN A LIBRARY, BY AN EXPERIMENTER

The anonymous writer suggests a library kitchen, truly an experiment in 1905, but since reasonably familiar.

We are hearing nowadays of the ill health of librarians, of long hours, irregular meals, too much strain and stress, etc. Anything which will tend to reduce the wear and tear is worth knowing about, and so a few notes are submitted on creature comforts. They are merely suggestions from what has been done under certain fixed limitations.

Your library is supposed to have the usual comforts of heat, light and ventilation. Maybe in addition you have staff rooms or resting rooms. One librarian has a shower bath and another hints at a gymnasium and bowling alley. But to those building or rebuilding may we say a few words about the possibilities of a small space, say 6x6 feet, or at the most 6x8 feet, as a kitchen and lunch room combined, a library grill room. Especially in some cases, where the library is made over from a private house, the old butler's pantry, or any large and roomy closet with outside window, may be utilized. It should be as far as possible from the public rooms of the library, so as to avoid any suggestive odors, and, as above noted, have a window in it. If it can open off the librarian's room or the cataloging room so much the better. If it has not an outside window, an opening into a ventilating shaft or an air shaft will do.

We will say we have a space 6x8 feet, although, as we have said above, one only 6x6 feet will do, and even one smaller than that will answer, especially in a small library where only one or two persons will use it. Under the window place your small kitchen sink 16x18 inches, with hot and cold water attachments and waste piping. On one side have a long shelf for your gas, electric or oil stove, and on the other a shorter shelf for your dish drainer. Place your sink high enough, top at least 32 to 34 inches above floor, to allow of putting one of those small

zinc-covered refrigerators, say 13 inches deep by 19 inches wide by 16 inches high, under it, and of piping drip of same into the waste water pipe. Or if you prefer, it may be placed above, at one end of your kitchen sink. The spaces under your sink and workshelf may be left open or fitted with lockers as you prefer. Also see to it that your gas attachment or floor plug is near your cooking shelf. If possible, have on your electric heater both a floor plug and an ordinary lamp attachment so you can use it in any part of the library if necessary. Electricity is by far the neater and better, but it is more costly to use, and you will have to know how to repair your stove when it is out of order. Also you had better have fuses in your floor plugs and attachments. Now shelve your side walls, on one or both sides as you may prefer, with plain pine shelving, 8 or 10 inches wide, and 10 or 12 inches wide between shelves. On one side you might have a ledge shelf, 36 to 42 inches from the floor, and this may be from 21 to 24 inches wide, and your shelves underneath may be all the way from 10 inches wide up to the full width of the ledge. If they are nearly full width they will make roomy places, from 16 to 19 inches high, allowing for base-boards and shelving for your larger cooking utensils if you do not keep them under your sink and cooking shelf. You may have some head room over the ledge and use this ledge as a table if you wish to eat standing, lunch-counter fashion. If not, put a swing shelf on the other side at a suitable table height, 30 inches, and take your ease at your lunch. The upper cupboards may be all under cover or made into separate lockers, or may be entirely open, as you wish. In fact everything may be put under lock and key except your sink if you so prefer. The room may be made to look like a locker room, with no suggestion of its use, or it may be left open. The sink and heating apparatus will come handy about repairing of books and the room may be used for that purpose if desired. These changes and fittings should be done by the library as a matter of course. The shelving and lockers can be used for storage purposes and be built for that. In addition the library should put in the sink and ice box and provide the gas, electric or oil stove. Perhaps you can use some of the fine money, or incidental fund, for the changes and fittings. Happy are you if you possess a carpenter janitor, as do some libraries, and so have the work done at

odd spells at no great expense. If no gas or electricity is in the building, an oil or alcohol stove can be used.

But in most of our libraries no trouble will be found on the score of expense, for all I have described can be done for from $25 to $50.

Now as to your requirements in household goods, for a family of four persons: Cups, saucers, plates and soup plates; tumblers, in sets of four or individual, as you may wish; large and small pitchers, bowls, small plates, serving dishes, knives, forks and spoons by the half dozen, salt and pepper shakers, one or two wooden spoons, especially the small French spoons, a heavy silverplated mixing spoon, butcher knife, one or two paring knives, Christy bread knife, one or two pairs of kitchen knives and forks, one fry pan, iron or aluminum, 6 inches wide, one iron pan 4 inches wide, two 2-quart enamel stewpans, one having a bailed handle, one a fixed handle, one or two pint enamel or aluminum stewpans, one or two quart ditto, a flatiron, strainers, large and small, breadboard, egg-whip, shaker and glasses for summer drinks, dishpan and dish drainer.

For stoves, a six or eight-inch electric heater, new pattern with a controlling switch, or a two-burner gas hot plate, a two-burner kerosene stove or the biggest alcohol stove you can find.

You will need some tray cloths and napkins, and if you set a table, a remnant of table linen costing about a dollar and some table matting. The all-white huckabuck towels do very well for tray cloths. Then you need some crash and glass toweling and cheesecloth for dishcloth. This may seem quite an elaborate outfit but much of it can be brought from home.

Many of the dishes, if bought, may come from the 5 and 10 cent store.

Stock in refrigerator: Butter, condensed milk, eggs, potted cheese, salad dressing, dried beef, fruits in season.

Stock in cupboards: Salt, red and black pepper, vinegar, salad oil, cocoa, coffee, tea, beeftea tablets, pickles, olives, sugar, flour (better use some of the self-rising brands), canned soups, canned vegetables, sardines, potted meats, jams, jellies, crackers, cereals, fruit shrubs and fruit syrups.

Possibilities: Coffee, cocoa, tea, beeftea, soups, stews, chops, steaks, meat pies, macaroni and cheese, baked beans, eggs in all styles, oysters ditto, creamed beef, creamed codfish, griddle cakes, salads of various kinds, all possible combinations of sandwiches,

potatoes in various styles, toast, plain, cream or French, summer drinks and unlimited features in cereals.

Then there is the possibility, yea, the probability, of more sociability and amiability in the force if it only consists of one person. Much time, strength and health will be saved by having things ready for a cosy luncheon in stormy weather.

More nerves and better health, more repose and better work will result from limited use of these comforts.

THE EFFICIENCY OF THE LIBRARY STAFF AND SCIENTIFIC MANAGEMENT

Adam Strohm of the Detroit Public Library read this paper before the American Library Association at Ottawa, June, 1912. He emphasizes physical conservation of forces as the basis of efficient service.

Adam Julius Strohm was born in Venersborg, Sweden, in 1870, was graduated from the University of Upsala in 1888 and studied library science at the University of Illinois in 1889-90. He was librarian of the Public Library of Trenton, New Jersey from 1901 to 1911, acting librarian of the Detroit Public Library from 1911 to 1913, and since the latter date has been its librarian. He was chairman of the A.L.A. Board of Education for Librarianship from 1924 to 1928.

In conversing one day with the superintendent of one of our local industries where the library is maintaining a station, I learned something of the many provisions devised by the welfare department of the organization as conducted by the social secretaries of the company. From my tour of inspection I have a vivid recollection of attractive dining rooms, an indoor gymnasium with an up-to-date swimming pool, office or laboratory for a medical attendant to administer first aid and attend to accidents of more or less serious nature, architectural plans, free of charge, for prospective home builders, a well selected book collection of popular and technical character, presided over by a representative of the public library, which institution also arranges for bi-weekly noon lectures on popular and instructive topics. On my commending the humanitarian spirit animating the management of the company, the prompt response came: "That element enters only as incidental in our policy. It is all a matter of business. We must hold our organization intact. It is important to retain our skilled workmen and we must make it worth their while to remain with us."

If it has been found to be good policy to provide for the contentment and welfare of the human units in an organization where, after all, a large part of the day's work is rather mechanical and of fixed standards, how vastly more important it must be to give a close, generous consideration to the happiness and comfort of the personnel in a library system where the personal service is of paramount importance, where the physical and mental vitality is under constant pressure, where improvement in the day's work is always exacted and where the result yielded to the individual effort is uncertain and often undemonstrable.

In the case of library service, humanitarian regard should weigh equally with considerations of statistics and output, inasmuch as library work is a service for humanity and its welfare. Those entrusted with the management of libraries may well remember the maxim that "as we do, we teach," which applied to library conditions may lead us to conclude that whatsoever is done to promote the happiness and best instincts of the rank and file in a library organization will result directly in instilling in the public service, rendered by them, a spirit of sympathy, ready regard of the rights and needs of the public, and an eagerness to serve loyally. Any library management conceived and executed in this spirit may be depended upon for achievements in what is really *library economy.*

I'll endeavor to formulate some suggestions toward effecting such results, and I can harbor but feelings of satisfaction should I be advised later that they have already been practically realized in some institutions.

The question of how to maintain and increase the efficiency of the staff might well be approached from two angles—the physical and the mental conservation of forces.

Luther H. Gulick makes the statement that "there are conditions for each individual under which he can do the most and the best work. It is the business of those in charge of others to ascertain these conditions and to comply with them."

We hear so much in our day about scientific management that we may be led to begin inquiring skeptically if its value is not exaggerated in the interests of professional organizers, systematizers, etc.

No working chart for computing the energy of a mental effort or for the increase of its productiveness has as yet been

devised, but none of us will deny the need of a working plan for the day's work. Else we drift.

According to the new doctrine as laid down by H. N. Casson, "there is no such thing as unskilled labor, there is an intelligent method for every accomplishment. Scientific management does not mean frenzied production. On the contrary, it individualizes the workman, it means the better ordering of the work for the best interests of both individual and the service. Consequently, it provides for recreation as well as for work. It insists that the individual shall not sag so far down at the end of the day's work that he will not recuperate." This concerns not only expended energy but misdirected energy.

The day's schedule should be so arranged that work requiring the highest mental effort be assigned to the most fruitful hours of the individual, the work so distributed that each individual performs the task he can best do and is most worthy of his highest skill.

Pride in the work under your hand, the sense of doing something worth while, generates the spirit of loyalty and happiness which reckons, not so much with the written library regulations as with the unwritten law of the service to stand by cheerfully as long as needed.

During the recent years I spent in the East, it was my privilege to become intimately acquainted with one of the most distinguished engineers our country produced during the last half-century. One day, when I had occasion to call upon this gentleman, I was directed to proceed from his office to one of the noisiest departments of his extensive mills. There I finally located him seated on an anvil watching taciturnly the moving throng of busy mechanics. I learned afterwards that the lifelong habit of this philosophic engineer was to emerge from his secluded office and enter the quarters where "the wheels go round." There he would in his quiet manner ask shrewd questions and enter into conversation with any one whose task or skill attracted him. It is on behalf of the rank and file in the library world that I draw upon this recollection of an industrial organization noted for its resources and efficiency. Invite the confidence of every member of the staff, welcome suggestions, allow your assistants to voice the conclusions their experience and service bring home to them, listen with sympathy to suggestions prompted by loyalty and daily pondering. There are times when we may well

forget our official gradings, when it will prove profitable to learn from the members of the crew how our theories stand the test.

The question of hours, salaries and vacations can be answered only in a general way. The gauge by which we examine the running of the human machinery entrusted to us should be read with sympathy, and we should set a pace that we can hold the entire day or the working period of a normal life. Speaking for our own institution, we adhere to the 42-hour weekly schedule with provision for a weekly half-holiday. Evening work should certainly never exceed the number three in any one week, and personally I'm leaning toward the more desirable two evenings a week. Where a special evening force is employed the recommendation, of course, does not apply.

The rest rooms and the kitchenette are now so generally established as to be past the stage of argument. These rest-rooms should be well equipped and no niggardly considerations should stand in the way of making them neat, airy and inviting in order to afford comfort and relaxation. The appearance and atmosphere of the rest-room should banish the dull sense of drudgery and evoke the gentler side of life.

The half-holiday and vacation should be provided, not so much because a faithful servant has earned a rest, but because without it life means living at a low level, with the certain result of deadening one's faculties, ambition and alertness, whereas these should all grow with one's experience and work. Certainly a month's vacation in the course of a year is a minimum respite in any professional activity of confined nature and mental concentration. We must consider the weight of the statement made by Luther H. Gulick, that "growth is predominantly a function of rest and that the best work that most of us do is not in our offices or at our desks, but when we are wandering in the woods, or sitting quietly with undirected thoughts." Those who are entrusted with the responsibility of supervising the daily toil of others should so govern that each individual remains "master of his own work and not its slave."

Just a few words as to the rate of compensation prevailing in the library profession today. In so far as the city of Detroit is concerned, the scale of wages now in operation and adopted some three years ago was based on the salaries paid in the public schools, which seems a fitting arrangement, inasmuch as

our public library is an outgrowth of, and, as to the appointment of trustees, still under the control of, the municipal board of education. The professional training and executive skill required in a librarian of today makes it seem reasonable that his or her compensation should be fairly at par with the salaries paid in other city departments where professional training is among the requisites, such as department of city engineer, city attorney, municipal museum, superintendent of public instruction, principal of a high school, etc. Our salary schedule based upon the schedule applying to principals and teachers in our local public schools operates in part as follows:

Heads of departments to receive the same pay as principals of eight-room schools.

Branch librarians to receive the same pay as principals of seven-room schools.

First assistants to heads of departments to receive a salary corresponding with that of assistants to principals of schools. In the same manner the schedule applies to the rank and file, promotions being given semi-annually, based on seniority and service record.

That this regulation would apply satisfactorily in other municipalities is questionable, as may be deduced from a statement made by one congressman, who in discussing the salaries paid the school teachers in the city of Washington, remarked with blunt sympathy that "the policemen were paid more to crush the skulls of the children in Washington than the teachers were paid for putting something into them."

To maintain the efficiency of the library staff it is necessary not only to consider the welfare of the individual during his working hours, but to provide such material regard for his day's toil that his vitality and enjoyment of life may be conserved by having the means to afford the necessary comfort and social status consistent with our profession.

To consider the importance of personal appearance, neatness in dress in our service with the public is simply to recognize the point of view of the library patron whose opinion is worth while, and how are we to exact this showing of "fine front" if we do not defray the cost thereof?

It is difficult, if not physiologically unsound, to speak about the mental conservation of the library staff apart from its physical maintenance, but in considering the former I would invite your attention to what Mr. P. W. Goldsbury so aptly calls

"the recreation through the senses." Mr. Goldsbury remarks, "the importance of our understanding, the wide range of the functions of our senses, the influence of our surroundings and the manner in which they react on our minds." He illustrates his point by quoting the saying that "for horses the hardest road out of London is the most level one. There are no hills to climb and descend, and the tired horse has no chance to rest one set of muscles while another works. Monotony produces fatigue; and because this particular road is one dead, monotonous level, more horses give out on it than on any other road leading out of London." Irresistibly the moral of the canvas before us breaks in upon our individual sense of self-preservation and our responsibility for the welfare of others. For economic as well as for humanitarian reasons it behooves us to so apportion the day's work that one's senses are exercised one after another and through interchange of duties and tasks, not only one's body but one's mind is given a variety of exercise and impressions. The rotation of duties every two hours in departments where direct service with the public is given will, I believe, be found to afford some relaxation and wholesome change to attendants on duty, especially so if the change affords the alternative of stationary position and moving about.

We all know how one's mind, spirit, aye, even nerves, are affected by objects within our vision, the feeling of depression that benumbs us when our eyes rest on dingy colors and ugly outlines, when we dwell in gloomy quarters or poorly ventilated rooms. Architects and librarians will find that the efficiency of the human machinery housed within the library walls will be maintained at its best if beautiful effects in color and design of interior decorations are features of the library equipment, if daylight is abundant, furnishings tasteful, atmospheric conditions invigorating—let us sometimes have even the fragrance and color-play of flowers. The capacity of our senses for higher development is nourished by the stimulus from the outside world which brings to us, often unconsciously, mental and physical refreshment and recreation. The occasional relaxation in the day's work contributes to a reasonable mental and physical balance, even the occasional conversation during working hours may well be tolerated, certainly any undue restriction thereof will do more harm than good.

I trust that in siding with the authority just quoted and submitting to you these considerations I will not be charged with implying that "work is to take secondary place." To the contrary, it is by consideration of the little things, by modulating adverse factors, by dealing in a common sense manner with the conditions surrounding our physical and mental field of daily toil that we may be able to restore the energy that we expend and not only maintain but increase our efficiency.

Our stock in trade, our best assets in library work, are the joy of the work and the happiness of the individual. The response from each one of us to the call for ever more faithful and efficient service will come with a hearty good will if our strength be protected—our altruistic visions given time and leisure to go wool-gathering.

LIBRARY CLOTHES

Dress regulations effective in the Cleveland Public Library in 1913.

It is amusing to note that changing fashion has rendered most of these restrictions unnecessary and obsolete.

The library board of Cleveland, Ohio, at a recent meeting approved a plan of dress for library employes. Here is the recommended mode of dress, as recorded in one of the Cleveland papers:

Dress: Simple waists, with lining or underslips of sheer materials. Sleeves below the elbow always. Neck never lower than "Dutch neck." If without collar, "V" necks or other low cuts should not be worn without a guimpe or dickey. If they come appreciably below the lower collar line, collars and ruchings should always be fresh and clean. Half-worn finery never has any place as part of a working outfit. Skirts not too tight; if slit, the underskirt should be sufficiently long and appropriate. Well-made tailored suits are always suitable and serviceable. Becoming selection and the harmony of colors are necessary to tasteful dress.

Hair: Should be arranged becomingly and simply, without hair ornaments or conspicuous bows.

Cosmetics and perfumes have no connection with business attire.

Jewelry: Very little should be worn, and only such as is in keeping with a working costume, never anything showy or elaborate.

Footwear: Neat, comfortable, serviceable shoes, high or low. Conspicuous hosiery and dress slippers with French heels are in bad taste for working garb.

Hats: Should not exceed "locker space" in size.

HUMANIZING LIBRARY WORK

Samuel H. Ranck of the Grand Rapids Public Library published in 1900 these sensible and forward looking suggestions for promoting staff welfare and efficiency.

A sketch of Mr. Ranck appears in Volume I, *The Relation Between the Library and the Public Schools.*

What should the American Library Association do to promote the welfare of librarians and library employees? The following is the substance of my reply to this question put to me by Mr. Milam.

First of all I do not approve of the distinction between librarians and library employees. Of course, I imagine that what is meant is the chief librarian and other librarians, but librarians who are doing what we consider as library work and who are in a classified or trained service should be regarded as librarians rather than library employees. We cannot put before the public the idea of librarianship as a profession when we call our librarians library employees, or any other terms that cheapen or belittle the work (or the personality of the people doing the work) in the minds of the public by the terminology we use.

The question of salaries naturally relates to this whole subject, into which, however, I understand I am not to go at this time. I think, however, that the A. L. A. should take the position that librarians should be on the same basis as to salary as teachers in the schools with the same amount of educational preparation and professional or technical qualifications. The Association should endeavor to set a minimum standard of salary, educational qualifications and training or experience for professional library work. Personally, I have long felt that the greatest handicap to librarianship, both professionally and in an economic way, is the lack of an educational standard for entrance into the work. I regard that as of more importance, for the larger libraries at least, than the so-called formal library training. I should like to see the A. L. A. stand for the minimum of

education for library work as two years of college beyond the high school, or its equivalent; with the idea that ultimately it should be four years of college work or its equivalent. The idea that persons who do not have even a high school education can take a short course in library training, in a library or in a library school, and then stand before the world as professional librarians is ridiculous, and the sooner the librarians of the country generally as an organization realize that fact the better it will be for the whole status of the work. We have altogether too low an educational standard for admission to library work.

With reference to the question of salaries again, and the thing the A. L. A. should stand for, we should not talk about a "living wage"—a term I resent, since it usually implies a mere physical existence. The thing that the Association should stand for as a profession is a "growing wage," an income which provides for professional and intellectual growth, as well as the physical wellbeing of librarians. That should be the minimum. A "growing wage" carries with it the idea that a librarian is in the position economically to be able to travel occasionally, to form social contacts on the basis of equality, and therefore have a standing in the community life which such education, experience, and culture receives on the part of persons in other lines of work. In short, a "growing wage" means that a librarian can lead a full rounded life both as an individual and as a citizen.

And finally, with reference to the salary question, I do not believe that this matter can be stated in terms of dollars, but rather in terms of relations, for the purchasing power of dollars is different in different parts of the country. (This relationship has already been indicated by putting librarianship on the same basis as teaching.) I know as a matter of fact that I can get more real satisfaction in life in this part of the country where one can live in daily communion with rivers and lakes and the great world of nature, out of $3000 than I could for $6000 or $8000 in New York, or some other places I might mention. Other people, of course, may have a different idea, but that is the way it strikes me. And I know something of the large city from living in it.

The A. L. A. has always stood for security of tenure in liberal positions, with the understanding that the library work

and fitness of the individual continued satisfactory and that no question of religion or politics entered into it. The welfare of librarians demands that they be free of all ulterior elements in connection with the conditions of employment or security of tenure. The Association should continue to make its position clear on this subject.

The A. L. A. should of course assume, tho it may be necessary to define them, proper sanitary conditions under which the work is done—heat, light, cleanliness, schedules for meals and for work, etc., which do not sap the vitality of workers. In this connection it may also be necessary to do some educational work as to proper tools and furniture.

Along with the idea of a growing wage the A. L. A. should stand for hours of work and holidays that will permit people to grow in their work. This matter, I think, may not necessarily be a hard and fast arrangement or one that would apply uniformly all over the country. The question of hours, for example, is quite different in a town where a librarian can live in a garden in which one can work as recreation and at the same time have not over a thirty-minute walk to one's library, from the city where the librarian must spend two hours or more daily in travel in crowded cars to or from the library, if the librarian is to live in a garden or park surroundings. Hours of work and rest periods are also affected by the character of the library and whether the librarian must handle large numbers of people, involving a great mental and physical strain, or a small number of people with little or no such strain.

So far as this institution is concerned, where I know we are very far from the ideal, may I refer to one or two things which I think may be suggestive of what seems to me essential in this particular? In addition to the vacations and half holidays for those engaged in regular library work we allow all of our people 12 days sick leave in the year, without loss of pay, and we allow this time to cumulate from year to year as a kind of insurance against a long illness if it is not used. We have a case now where one of our librarians has been absent since last July on account of illness but who heretofore lost scarcely any time on that account, and to whom now her full pay check has been coming right along since then—not as a gratuity but as a right.

We also allow four hours a week of library time for attending colleges in the city, which is a part of our plan to encourage

mental growth. In this way a person coming into our service can take two years of a full college course at Junior College, or even more at Calvin College, in library time. Personally I should like to see every member of our staff taking some work of this kind along with his library work. I believe it helps immensely in promoting his welfare and therefore in the quality of the work for us.

Librarians as individuals grow old, and all of us must face the fact that if we live long enough there will come a time when we can no longer "carry on." For the great mass of library workers to-day, for those who are wholly dependent on their salaries, with perhaps others dependent upon them, the present outlook for "a cheerful old age" is anything but cheerful. If one has had the benefit of a "growing wage" these declining years should be the richest years of life, both for the individual and for those with whom he is associated. The Association should stand for conditions in librarianship which offer a reasonable hope for a cheerful old age. For the Association to stand for anything less would be brutal—unworthy of a profession whose business it is to spread among men the great humanizing ideas of all the ages.

I think that the A.L.A. should stand for joy in the work as one of the greatest compensations in it. This presupposes, of course, an economic basis, working hours, and standards of health, recreation, etc., that allow the proper freedom for this sort of thing, but nevertheless the main thing to be held up to library workers should be the satisfaction that comes from the work itself. Persons who cannot see this, or are not likely to get satisfaction out of that kind of service, should be discouraged.

As part of the matter of the welfare of employees (welfare by the way is a word which I do not like because of the company it has been keeping, for it usually carries with it the idea of patronage rather than of justice) I think that the Association will sooner or later need to do some educational work with reference to the teaching of its members how to take care of themselves thru the right kind of recreation. A lot of the ills of professional people I am convinced are due to the fact that they have never learned the art of living, and until they have learned that art all other things will be more or less wasted in connection with their giving the best kind of service.

A LIBRARY COOPERATIVE STORE

Miss Maria V. Leavitt describes one of the activities of the New York Public Library Staff Association, now discontinued.

Miss Leavitt was born in Bangor, Maine, in 1873 and educated in public and private schools and with tutors. She was graduated from the Pratt Institute School of Library Science in 1896, began her work with the New York Public Library as a cataloger, and organized a gift section, which she has developed and still administers.

"Our Co-operative Store," as it is familiarly called by members of the staff of the New York Public Library, is one of the activities of the New York Public Library Staff Association.

On March 31st, 1920, the Staff Association voted that the Welfare Committee be empowered to investigate co-operative buying, etc., for the members of the Staff. The Committee made a survey of the co-operative stores run in connection with the larger banking companies and business houses to serve as a basis for our own plan, and appointed a Supplies Committee to have charge of promoting the scheme. This committee, now called the Co-operative Store Committee, is composed of the following members: H. J. Grumpelt, Chairman, J. H. Fedeler, E. W. Gaillard, S. S. Haines, and Misses M. V. Leavitt, C. Leffingwell, L. E. Reichhold.

The undertaking was financed by members of the staff. Subscriptions in multiples of $5.00 and aggregating $4,555.00 were received from 401 employees. The maximum accepted was $100.00. The subscriptions are returnable on thirty days' demand on surrender of the original receipt.

By courtesy of the Director and the Trustees of the Library a room was assigned near the garage in the Central Building, not well adapted to library uses but especially desirable for this purpose. It has been equipped with light, shelving, telephone, etc. Deliveries are made by the library's own express service

from Central Building to branches, with the regular Library deliveries.

The store was opened on June 9th, in charge of an experienced storekeeper. The hours of opening are from 8:30 a. m. to 5:30 p. m. except on Saturdays when the store closes at 1:30 p. m.

One of the greatest benefits, which was felt almost immediately, was the opportunity to secure food for lunches for the members of the staff who use our lunch rooms in the Central Building, and a special effort is made to have in the store practically everything suitable for this service.

In June, a sale was conducted of various articles of women's apparel, including handkerchiefs, waists, skirts, gloves, and hosiery; and at Christmas time, a similar sale was held. Both of these were made possible by volunteers from the staff serving in their own time.

At Thanksgiving and Christmas, 1800 pounds of turkeys were sold by the store at a saving of about 8 to 10 cents per pound.

Weekly notices appear in the *Staff News* regarding the different commodities which are on sale, thus keeping the branches in touch with new items, "specials," or cuts in prices. The plan has always been based on self service and a "cash and carry" system, our prices being made possible by direct wholesale purchases, and trade and cash discounts.

The store has been steadily growing in favor, and each month shows a decided gain over its predecessor. A 3% dividend was declared for the half year ending December 31, 1920.

An examination of the financial statistics discloses the fact that the average daily sales since the establishment of the store amount to about $80.00. Exclusive of the turkey sales, which alone amounted to $430.00 in a single day, the largest daily receipts were on December 22, when the sum of $325.37 was taken in, of which $234.79 was for groceries and $90.58 for dry goods. The largest weekly total is reported for the week ending December 18, during which the receipts totaled $1383.40, of which $958.11 was for groceries, and $429.29 for dry goods. The average saving may be stated conservatively at 15%.

The financial report shows undivided profits of $591.92. After setting up a reserve of 25% for depreciation on equipment, namely $96.87, there remains a balance of $495.05. This

represents a margin of over ten per cent by which the subscribers' investments are secured.

The complete income account and balance sheet are as follows:

INCOME ACCOUNT
JUNE 9, 1920 TO DECEMBER 31, 1920

Gross sales		$18,234.54
Less refunds		45.00
Net sales		$18,189.54
Less cost of sales:		
Gross purchases	$21,897.58	
Less trade and cash discounts	531.85	
Net purchases	$21,365.73	
Less Inventory, Jan. 1, 1921	4,599.40	
Cost of goods sold	$16,766.33	
Add:		
Salaries	$ 597.41	
Supplies used	140.39	
Cost of sales		$17,504.13
Gross profit		$ 685.41
Add interest on bank account		36.56
Net income		$ 721.97
Deduct dividend declared (3% on $4,335		130.05
Undivided profits (see Reserve in Balance Sheet)		$ 591.92

BALANCE SHEET

As of January 1, 1921

ASSETS

Cash:		
On hand	$ 20.00	
In bank	22.11	$ 42.11
Inventory:		
Food	$ 3,563.88	
Dry goods	1,035.52	
Supplies	51.62	$ 4,651.02
Equipment		$ 387.50
		$5,080.63

LIABILITIES

Unpaid bills		$ 23.66
Subscriptions outstanding	$4,335.00	
Dividend on same	130.05	$4,465.05
Reserve for depreciation on inventories and equipment		$ 591.92
		$5,080.63

PENSIONS

The question of library pensions is one of comparatively recent interest and as yet largely theoretical. Some of the experiments or plans already put into practice are here described.

THE PROPOSED PENSION PLAN FOR LIBRARY EMPLOYES

A plan submitted by the Omaha, Nebraska, Public Library to the legislature in 1911.

The plan which the board contemplates is one which would not entail any additional tax or burden upon the public, the idea being to accumulate a retirement fund by a small salary assessment upon employes in the library and by setting aside a certain proportionate sum from the annual appropriation for the support of the library. The board believes that employes of the library should be protected as teachers in the public schools are now protected by the present teachers' pension system.

The financial plan is, briefly, that a maximum pension of $300 per year shall be paid upon retirement, which shall be compulsory at the end of 40 years' service, but which may be ordered at the pleasure of the board of directors at any time after 30 years of service. If an employe is suffering from ill health, or such disability as to incapacitate him from service, the board may retire him at any time after 20 years' service, the pension then received to bear such proportion to $300 annually as the number of years that have been served shall bear to 30. Should there be reinstatement after retirement for disability, then the pension ceases until final retirement, when all the years of active service will be counted in fixing the amount of future pension. At all events, for an employe to avail himself of pension upon retirement, 20 years of active library service shall have been in the Omaha library.

A NEGLECTED PHASE OF THE SALARY QUESTION: THE PROBLEM OF RETIRING ALLOWANCES

Mr. John B. Kaiser, then of the Tacoma, Washington, Public Library, presented a thorough and carefully prepared summary of what has been done in the library field toward the establishment of pensions.

John Boynton Kaiser was born in Cleveland, Ohio, in 1887, was graduated from Western Reserve University in 1908 and the New York School of Library Science in 1910. After serving in libraries in Cleveland, Albany and Austin, Texas, he became in 1914 librarian of the Tacoma, Washington, Public Library. In 1924 he was made director of the libraries and Library School of the University of Iowa, and in 1927 he accepted the librarianship of the Oakland Free Library, California.

Viewed historically the problem of wages has always been recognized as made up of many factors; in its present stage in the progress of evolution the wage-problem is today burdened with additional complications due to the modern industrial system and to abnormal conditions resulting immediately from war.

Always "the cost of living" has been the basic factor in the solution of the wage-problem. At present we hear this indicated variously by such phrases as "the high cost of mere living," "the high cost of decent living"; or, at times, as "the real cost of high living."

After examining salary schedules of teachers, librarians, professors and ministers one is tempted to expand a favorite text of the last named group and to say "Not alone 'the wages of sin is death,' but of a lot of the rest of us." Indeed the temptation is to harken to the *Greenville* (S. C.) *Piedmont*:

> Strike and the world strikes with you—
> Work and you work alone.

But tho present abnormal prices make mere living a real problem and real living a very serious problem it is only fair to the people's representatives on our school and library boards and among university trustees to say that a beginning has been made in solving the problem (at least in alleviating the immediate situation), and that in many instances already real progress has been achieved. Let us therefore do what we can to have the good work continued and let us continue to justify the good work already done.

A little serious reflection, however, should remind us that the "salaried man" (or woman) has always had and is likely to continue to have a living problem peculiarly his own, especially if he is engaged in social, educational or religious work, and this problem is with him, more often than not, longer than is a salary, or his capacity to earn one. So while the salary problem has become the problem of the cost of living, the problem of living must be solved by something more than a temporary solution of the problem of salaries. And consideration of the salaried man's problems of living during old age without poverty or unwelcome dependence leads us directly to the question of retiring allowances, or as some choose to call them, "pensions."

At the word some will shudder; a few will smile; some will scoff, and others remain to pray.

For the sake of those who would shudder or smile or scoff let us say this early in our consideration of the question that pensions are not necessarily merely alms and that they rest, in the opinion of many, on sound theories, economic and otherwise; all of which is perhaps more definitely indicated when we speak rather of "retirement allowances," "deferred salary," or "life insurance and annuities,"—*that is, of a business transaction in which is purchased some form of protection against poverty or dependence due to old age, accident or disease.**

* True, the strict constructionists claim that "a pension is in its essence a gratuity, and as such is to be sharply distinguished from any form of insurance to which the beneficiary contributes." Court decisions, it is claimed—and with some weight—sustain the idea that a "pension" is a charity pure and simple and is in no sense deferred salary due on account of previous inequitable compensation, and those who take this view hold that all systems which are based in whole or in part, directly or indirectly, upon voluntary or compulsory, contributions by the beneficiaries belong properly to the domain of insurance. This is the view maintained by the writer on "pensions" in our most up-to-date and one of the most satisfactory Encyclopedias. (Ency. Amer. 1919, v. 2, p. 545-9.)

On the other hand in speaking of both military and civil pensions, it is claimed that the theory of such pensions is generally that the assured provision for old age is a "compensation" for the low rates of pay which

The idea involved is, therefore, neither new nor startling. Military pensions are of ancient origin and civil pensions an increasingly common practice. Social insurance has already reached the dignity of a "world movement." In it, teachers' pensions are now assuming a leading role. It is significant—but of just what we are in doubt!—that librarians have almost completely ignored this subject in their printed discussions of professional problems. Perhaps this is evidence of a devotion to duty and ideals on such a plan as to bar as unworthy all thought of self (or self respect!); perhaps we have been ashamed to confess our meager incomes and apparently to bespeak alms. But whether it is ignorance, sham, indifference or reasoned disapproval that accounts for it librarians have not bestirred themselves.

A bibliography covering the professional library press for 33 years previous to 1910 has but four references to the subject. Those are English and discoverable only under the ponderous term "superannuation." An index published in 1913 to American library reports reveals its consideration by but two institutions during an even longer period of years.

In 1913, also, the Secretary of the American Library Association attempted to collect data on the subject and not only found little available, but his inquiry of that year has apparently aroused little if any subsequent interest in the subject. In 1910 Dr. Bostwick wrote "no library has a comprehensive pension system."

Really serious consideration of the question on the part of public libraries seems limited to four; Chicago, Omaha, Detroit and Boston. The first two have actually tried it; Chicago 1905 to date, Omaha 1911 to date. Detroit has twice attempted it since 1912 and is now working on a plan. The Boston library has been urging it at intervals for years but so far has not established a system, tho the Boston Public Library employes have a struggling mutual benefit association on an admittedly insecure foundation. Here and there other libraries are just beginning to take an interest in the subject.

attach to the government service. (New Internatl. Ency. Ed. 2, 1916. v. 18, p. 309.)

Concerning the appropriateness of the word "pension" see also Henry S. Pritchett "A Comprehensive Plan of Insurance and Annuities for College Teachers," Carnegie Foundation for the Advancement of Teaching, N. Y. 1916 (*Bul.* 9, p. 5), and Lewis Meriam's "Principles Governing the Retirement of Public Employees" (The Institute for Government Research. N. Y. 1918 pref. p. xi-xii.)

Real discussion of the general library pension problem is limited to Professor Charles K. Bolton's brief but fundamental statements in which he points out that pensions are "an efficiency as well as an humane measure"; to Professor Henry's references to the subject in discussing "The Academic Standing of College Library Assistants and their Relations to the Carnegie Foundation," and to Mr. Legler's substantial contribution in relating to the Trustees section of the A. L. A. in 1914, the workings of the Chicago system. Mention in one or two brief editorials, occasional pathetic queries and sparse news items mainly on the Omaha, Chicago, Detroit and Boston plans or proposals practically complete our "source material" on the pension problem as related specifically to librarians.

The Illinois law "To provide for the formation and disbursement of a public library employe's pension fund in cities having a population exceeding 100,000 inhabitants" was approved May 12, 1905 and amended June 3, 1907. Its fifteen sections are quite specific. Under them library boards have the power and the duty to establish such funds from amounts to be deducted monthly from the salaries or wages of employes and to consist of such other moneys derived from miscellaneous sources as the board of directors of the library shall determine. Acceptance of the plan is optional with the employe and he may cease to participate at his own pleasure in the contributions (and hence in the future benefits). The city treasurer is the bonded custodian of the fund. A board of trustees of the pension fund, declared to be a body politic and corporate, is established to administer the fund and shall be composed of the president and secretary of the library board, ex-officiis, two contributing employes and another from the library board, all three of whom are selected by the contributing employes.

Deductions from salaries for contributions to the pension fund shall not be less than $6.00 nor more than $48 per year for each employe. Among the thirteen specified duties of the trustees of the fund are those of administering and investing the fund, paying expenses, determining the benefits or annuities to be allowed (provided no benefit or annuity shall exceed $600.00 per year), establishing rules for the administration of the fund, etc.

Contributors attaining age 55 and having served ten years on the staff may retire and receive a benefit or annuity proportionate to the contributions made.

On the death of a contributor the trustees may pay to the widow or next of kin an amount not exceeding one year's benefit.

An employe who has served the library twenty years may become an annuitant provided he has contributed to this fund for five years or shall pay the equivalent of five years contribution to the fund. Disability benefits may be granted for two years (or longer) on proof of disability after contributing to the fund for ten years; anyone dismissed or resigning from the staff may have refunded to him one-half his contributions to date. All annuities are exempt from garnishment and attachment and cannot be transferred or assigned.

These in brief are the main provisions of the Illinois law. Their application to the Chicago library has been made definite in a set of "By-Laws" and "Rules" (in print) of which the following in summary form are the more important for present purposes:

(Rules Art. I.) Every person an employe on July 1, 1905, intending to participate shall file an application by November 15, 1905. All persons becoming employes after July 1, 1905, intending to benefit from this plan shall file an application within six months of date of beginning service (applicants may file within three years of specified time providing they pay into the fund an amount equivalent to the contributions due had they begun at the time specified).

(Rules Art. II.) Any contributor attaining age 55, after ten years contributing, may retire and receive such benefits or annuities as the Board may determine, proportionate to amount of contributions.

(Rules Art. III.) Disability annuities to be granted for two years (or longer) after ten years service on physician's certificate of disability.

(Rules Art. IV.) Employe may retire on an annuity after 20 years' service, provided he has been a contributor for five years (or pays an amount equal to 5 years' contributions), payment of pension to begin day following separation from service.

(Rules Art. V.) Contributions to be 1% of salary deducted monthly, minimum $6.00 per year; maximum $48.00 per year. Monthly pension allowed shall be based on highest annual salary received during applicant's period of contributing, as follows:

Salary less than $660, pension $25.00.
Salary $660 and less than $720, pension $27.50.
Salary $720 and less than $780, pension $30.00.
Salary $780 and less than $840, pension $32.50.
Salary $840 and less than $900, pension $35.00.
Salary $900 and less than $1,020, pension $37.50.

Salary $1020 and less than $1140, pension $40.00.
Salary $1140 and less than $1260, pension $42.50.
Salary $1260 and less than $1380, pension $45.00.
Salary $1380 and less than $1500, pension $47.50.
Salary $1500 or over, pension $50.00.

Provided, that all contributors who shall continue as employes of the Library Board after the completion of twenty years' service, and whose pension would at the end of said twenty years' service amount to less than $50.00 per month, shall be entitled to an increase of $1.00 per month, in addition to the monthly pension as fixed by the above schedule for each full year of service after said twenty years of $50.00 per month; and provided further, that the monthly deductions from the salaries of employes coming under the provisions of this article shall be one and one-tenth per cent.

(Rules Art. VI.) On death of a contributor (not a beneficiary) Trustees may pay one year's benefit to the widow or next of kin.

(Rules Art. VII.) Application for pension to be in writing.

(Rules Art. VIII.) Any employe resigning or dismissed may, on application, have refunded one-half of total amount previously contributed.

To this fund the Board of Directors of the Chicago Public Library contributed first one-half and later all the income from library fines.

In discussing the system in 1914 Mr. Legler said the fund amounted to between $90,000 and $100,000 and that the income was approximately $22,000 per year made up of about $3,000 from employes' 1 per cent salary contributions, $16,000 to $17,000 from fines, and between $3000 and $4000 from interest on investments. Only $3000 was then being paid out each year. His conclusion was at that time: "The pension law is working out admirably."

The Report of the trustees of the fund for the year ending September 30, 1919, showed the following situation:

No. of employes contributing	261
" " pensioners	18
Monthly pension roll	$802.00
Total resources	$230,755.33
Income from fines	$31,448.29
Income from investment	$ 9,180.69

It is interesting to note, however, that employes' contributions for the year totalled $2,968.38 while pensions and death benefits totalled $9,658.23. The total receipts were $58,535.94 (including a balance of $12,208.93) and total disbursements (including

investments) $46,417.05. Commenting on the system in October 1919, Mr. Roden writes:

As a matter of fact it is not actuarially sound and the backbone is supplied by the annual appropriation of the moneys collected by the library in book borrowers' fines, amounting now to some $28,000. We can only hope that the Board will see fit to continue this practice.

This system doubtless is safe as far as the Chicago Public Library employes are concerned, even if not actuarially sound, for the Library Board is not likely to withdraw its support. At the same time a pension system or a system of insurance and annuities should be actuarially sound so that a deficit would be mathematically impossible or it should have in it the legal power to force enough contributions from the public treasury to render a deficit physically and legally impossible.

Even in the short address of Mr. Legler referred to above we find some of the splendid and practical idealism of the man to whom we never turned in vain for inspiration. He opened his remarks thus:

I believe that the state or the municipality should be the model employer; not being bound by the traditions or the necessities of competition which obtain in business establishments, the government is in a position to be the model employer, to create such conditions affecting the daily work of the employes as will conduce to their comfort and as will relieve their minds of the anxieties which business life brings ordinarily. When such large employers of labor as the great railway corporations, great commercial and industrial establishments, like the harvester works and similar institutions, are waking up at the present time—I might say are awakened at the present time—to the necessity of pension systems for their employes, it is well within the province of the municipality or the state to do likewise, and to do it on a more broad and generous and progressive scale than is possible to those who have to consider concerns engaged in the same line of business. I do not mean that the pension scheme should be a matter of charity; it may be considered as deferred compensation. In no library is the compensation commensurate with the work and with the personal service that is rendered by those engaged in that work. So that I do not regard any scheme of pensions in any degree as a matter of charity but as a matter of justice and right averages.

A plan was proposed in Omaha in 1911 which would have secured a maximum pension of $300.00 per year on retirement, compulsory at the end of 40 years' service and optional with the Board of Directors after 30 years of service. A disability

pension might be received at the end of 20 years' service that would bear such proportion to the $300 as the 20 years would to the 30 years. If one were to be reinstated after receiving a disability benefit the pension would cease until final retirement when all the years of active service would be counted in fixing the amount of the pension. This plan, however, seemed to require a permissive state law and Nebraska did not authorize a retirement fund for librarians until 1913 and then the law was applicable only to public libraries in cities of 100,000 population or more. It provided for an assessment of 1½ per cent of every salary and the contribution of 1½ times as much from other city or library funds, such as fines, and additions could be made by gift or bequest. The City Council was given control and was authorized to suspend the salary assessment if other funds ever proved sufficient.

Employes might be retired after 35 years of service and must be retired after 40 years of service, receiving on retirement $420.00 per year. After 20 years one might be retired for disability and receive such percentage of $420.00 as the term of service should bear to 35 years.

An ordinance was then passed in Omaha early in 1914 applying to librarians in service 35 years, 20 of which had been in the Omaha Library, providing pensions at the rate of $420.00 per year and any person who has served 40 years, 20 of which shall have been in the Omaha Library, *must* be retired.

In 1915 bills were introduced into both the Ohio and Michigan legislatures on the subject but in neither case was a vote secured.

In 1912 the question of pensions for employes was considered in the Detroit Public Library and, as outlined at that time, really two pension systems were proposed. The first required a 3 per cent salary assessment for all employes within the classified service, additional amounts to be provided from other funds available, such as miscellaneous receipts from fines, sales, etc. This was to be strictly a pension fund for those retiring at age of 60 and was planned to provide a $600 minimum pension for those receiving at the time of retirement a salary up to $1000 per year and a pension of 60 per cent of the annual salary of those receiving from $1000.00 to $2000.00.

A second plan was proposed for disability benefits for those forced to retire before reaching the age of 60. This would

apply to the two oldest employes at its inception and such others as might be added from time to time by action of the library commissioners.

This plan was laid before the library staff in November 1912 and was considered generous and all that could be desired from the standpoint of the amount of contributions to be enforced. It would have required however, an act of the state legislature to permit the establishment of such a system and in spite of one or two attempts the permissive legislation has not yet been secured in the state of Michigan.

At the present time there is a special committee in Detroit established for the purpose of making recommendations for the care of all superannuated public servants. Mr. Strohm writes that it should have some interesting findings ultimately but that it would doubtless be some time before these findings are available.

For the past ten years an effort has been made to secure a pension fund for the benefit of the employes of the Boston Public Library, and the idea has been recommended both by examining committees and the Trustees themselves. A plan based on the Chicago Library plan was recommended and the approval of the Mayor solicited. The Mayor referred the question to the Finance Commission which reported against its adoption and the Mayor, on the strength of this report, has refused to give his consent to it. The Finance Commission's reasons for disapproving the proposal were:

1. The city of Boston financially is in no position to subtract annually for such a purpose approximately $8000 (the amount of the library fines) from its revenues.
2. To allow the library employees to establish such a fund from the city's income would probably result in a similar demand by other city departments which collect hundreds of thousands of dollars annually in fees and for permits.
3. To establish a policy of diversion of fine money might reflect in time upon the character of the library service, as the library employes would look upon fine money as library employe's income, and thus have a tendency to combat any change or improvement in library methods which might decrease the amount of fines.

The employes of the Boston library feel that they have not had an opportunity fairly to state and explain the proposition to the Finance Commission and that the matter has not received adequate consideration. They do not plan to give up the fight

Dr. Meriam, now in charge of the re-classification of the Federal Personnel in Washington, has prepared the most comprehensive study we have of all the problems involved in retirement allowances in his volume entitled, "Principles Governing the Retirement of Public Employees," published by the Institute of Government Research 1918, a treatise, the object of which is to set forth the principles of the economic, social, administrative and financial system. This is a remarkably well documented study so thoro in fact that apparently no student of this subject in the future need go back of this volume in beginning his work.

In discussing the object sought in establishing a retirement system, Dr. Meriam notes the three parties involved—the government, the employes and the public—and the objects sought by each as follows:

The object sought by the government is the improvement of the force thru the elimination of the superannuated and the disabled, the retention of able employes and the attraction of new and capable servants.

The object sought by the employes, at least the new entrants into the service, is a sound, adequate and equitable financial institution thru which at minimum cost they may be protected against this possible dependence due to old age, accident or disease. To the older employe already in service the pension system appeals as a reward for long and faithful service.

Too frequently the establishment of retirement systems has been based almost entirely on the needs of those then in the service, while in reality, from the standpoint of scientific method and general soundness, the future entrants into the system should be considered as determining its *permanent* form. The chief objection raised by employes to any retirement system is that salaries should be sufficient to enable each employe to provide for his own future. The answer to this is that for the rank and file of the public service this happy day is a long time in the future and if it ever does come the chances are that the increase in salaries will not be saved and invested by the average individual but used up in current increased expenses.

Also let those who oppose retiring allowances on principle and favor higher salaries as the proper remedy show also how higher salaries alone will improve the service by eliminating, with justice to them, the superannuated and the disabled.

From the standpoint of the general public the objections to a compulsory retirement system are that it tends to keep in the service employes who should have been earlier eliminated and that it discourages personal thrift, that it creates a specially privileged class supported in old age or earlier, in the event of disability, and that it opens the door of the treasury to a pension graft.

Among the problems involved in devising a suitable retirement system are these:

1. Upon what condition shall the benefit be granted?
2. What shall determine the amount and what shall the amount itself be?
3. What is its relation to the salary of the individual? To his length of service and his economic need?
4. How shall the disability benefits be determined and shall they be the same amount for disability due to ordinary causes and disability due to the performance of a particular duty?
5. What shall be the benefits in the case of withdrawal from the service and in the case of death while in active service or after retirement?
6. What are the cost factors in a retirement system?
7. How shall the cost be divided between the government, the employe and the public, and what shall be the basis from each source?
8. On what basis shall the system be operated, the actuarial reserve, or the assessment or cash disbursement basis?
9. Are the data at hand for the necessary actuarial computations?
10. Is provision made for the actuarial deficit existing on creation of the system and for payment of the so-called "accrued liabilities" which, in a technical sense, the older members of a staff constitute at the creation of the system?
11. Are the known bad financial practices of former systems provided against and is the system protected from financial indiscretions of employes?

All of these topics are considered in the first 65 pages of Dr. Meriam's treatise which continues the subject with a discussion of the contributory versus non-contributory systems, the wholly versus the partly contributory systems and the indirect contributions of the Government; the superannuation or service benefit in all its aspects; the disability benefit not due to the

actual performance of duty, the disability due to the performance of duty; withdrawal from the service; death benefits; the inefficient employe; the benefit necessary in the event of the abolition of the system and the reorganization of the office; the problems from the point of view of the present employe, a discussion of the actuarial reserve plan versus the assessment or cash disbursement plan; the details of the establishment and operation of retirement on the actuarial reserve basis; objectionable practices in financing retirement funds, protecting the public, and a general summary of his final conclusions. In short, a thoro study of the facts of the case.

In announcing his conclusions based on the detailed study of all these various factors, Dr. Meriam makes it clear that as retirement systems are still in their infancy and as so many existing systems have proved themselves financially unsound, he is far more inclined to give weight to soundness of theory than to preponderance of precedent. His conclusions the author states quite frankly, modestly, somewhat gradually, indicating that he considers them tentative and that he is still open to conviction. They deserve great consideration in view of the thoro study that has preceded them.

The N. E. A. Committee on Teachers' Salaries, Tenure and Pensions reporting in July 1918 in a pamphlet entitled "Teachers' Salaries and the Cost of Living," beginning its discussion of pensions for teachers, speaks as follows:

> Economically the work of an organization is not effective unless there is a satisfactory method of retiring aged or infirm workers, with the consequent freedom from anxiety concerning such risks on the part of the workers. Only a satisfactory pension system can prevent either the dismissal of aged or infirm teachers without resources, or the sacrifice of the best interests of the schools in order to continue the employment of teachers who are no longer capable. Socially, men and women of character and intelligence are willing to undertake difficult public service that is poorly paid; but it is too much to expect them also to sacrifice the prospect of security and dignity in old age and disability. Educationally there is a great need to attract, retain, and advance able people in teaching as a permanent career. A good pension system helps to do this.

All of this applies with equal force to librarians.

The report states that there are 67 different systems of teachers' pensions now established in 34 of our states; that the organization of the teachers' pensions systems is now generally

satisfactory, but that more attention is demanded by the need to have the actual administration under expert direction, with the supervision of the state's banking and insurance commissioners.

The actual provision of adequate funds has been the greatest difficulty encountered. The "Report" expands this thought as follows:

> The greatest difficulty that has been encountered has been the provision of adequate funds. The cost of a pension system for teachers may be borne by the teacher alone, by the public alone, or by the teacher and the public together. If the cost is borne by the teacher alone, he cannot afford, out of a small salary, to set aside enough to purchase adequate protection, and the public fails to fulfil its obligation. If the cost is borne by the public alone, the money is really taken from the teachers' salaries without their agreement, and the majority, who withdraw or die before retirement, receive no return from their reduced pay. When the cost is borne by the teachers and the public together, the teacher receives appropriate compensation and contractual security, and the teacher and the public co-operate in an economic, social and educational obligation. This principle of co-operation between the teacher and the public is recognized by most of the pension systems that are now in operation.

Summarizing further portions of the "Report" it may be noted that the application of this principle of co-operation, however, is not entirely satisfactory. Few systems relate the amount of the contribution to the prospective cost of the pensions. Too frequently is the public contribution from such sources as excise, licenses, tuitions, etc., sources which cannot be accurately estimated in advance, and hence cannot furnish a reliable basis for pension payments. Equally unsatisfactory is the expectation of paying pensions when they fall due from current school or other funds, without assurance that these funds will be adequate. Indeed it has become common to limit in advance the public contributions to pension systems without knowing accurately in advance the pension need at a given future date.

Constructively the report states that the only economical method to assure security is for the contribution of the public as well as that of the teacher to be paid annually, credited to the individual teacher and set aside to accumulate until retirement. It is wise to avoid basing pensions on salaries at or near the age of retirement since no one can predict what any teacher's salary will be thirty or forty years in the future.

There is a definite relation between the benefits and the cost in the case of pensions. Expensive benefits cannot be secured in return for small contributions. Failure awaits the system which promises retirement after 20 years of service, or at the age of 50, or in which teachers contribute one-half of one per cent of their salaries, or the public only one-half as much as the teachers.

Such errors may easily be corrected by a very simple pension system based upon conservative tables of mortality and upon a safe rate of interest, with the provision that the teacher receives the benefit of the accumulation of all of his contributions and those made for him. It is possible to estimate with reasonable definiteness what certain desired benefits will cost, or what benefits can be had for the money available. It is easy to estimate what any annual contribution, beginning at any age and accumulating at a given percentage, will amount to after any number of years. If then the money is deposited in a central fund, each contributor can be guaranteed a definite annuity for life, since the lives of all are averaged in the standard mortality tables. Thus an annual contribution of $100 a year, beginning at the age of 25, and accumulated at 4% interest, will amount at 65 to $8,882.65, at seventy to $12,587.06. These sums will provide a man with an annuity for life, according to the McClintock Table of Mortality and 3½% interest, of $1086 a year beginning at 65, or $1681 a year beginning at 70. If, on the other hand, a man wishes to be sure of a life annuity of $1000 a year at 65 or 70, he knows that this will cost $9098.60 or $8642.40 at those ages, and that it would require an annual contribution of $92 or of $68 a year from the age of 25 to accumulate these sums. The annuities from such a contribution for women, who live longer than men, would be about four-fifths of the sums that have been mentioned.

The report goes on to state methods for assuring family protection in the case of the death of the participant and disability benefits in the case of his own enforced premature retirement. That continuity of employment during efficiency and good behavior is essential to any sound pension system, is the concluding statement of the report.

In 1906 in connection with the establishment of the Carnegie Foundation for the Advancement of Teaching there was set up for the benefit of college faculties a *free, non-contributory* pension scheme which was acclaimed with genuine joy and satisfaction practically thruout the length and breadth of the educational world of America, Canada and Newfoundland, the territory to be affected.

Dr. Jastrow in reviewing "Ten Years of the Carnegie Foundation" reports on the inception of this plan as follows:

The favorable comment—indeed, the enthusiastic approval—with which the announcement of Mr. Carnegie's notable philanthropy was received, is as valid now as ten years ago to show the public and professional appreciation. The first obligation and privilege of the reviewer is to express to Mr. Carnegie the gratitude of the teaching profession for his recognition of a need and the means whereby it may be met. The wisdom of the benefaction appears in the recognition that the direct method of stimulating the intellectual life of the nation is by provisions for the men who are charged with intellectual interests; that this can be done by improving the personal and social status of the teaching profession in the stronger institutions of learning; that a central influence for this end is desirable and may perform a unique service. The foundation began its career with important assets: the good will of the public, the appreciation of the teaching profession, the approval of its principles and the measures which it inaugurated to relieve defects in the higher education.

Without going into the details of the financial benefits in this widely-heralded and favored plan which promised security from financial worries in old age for those who had labored for the love of the labor rather than its financial rewards, let us note merely that as the years went on it was found that the scheme had promised more than it could fulfil and was financially doomed to go on the rocks. The trustees of the Foundation then altered the plans (on the promises of which many men had shaped and guided their whole careers) and set up a new *contributory* plan embodying a variety of benefits under the name of the Teachers' Insurance and Annuity Association of America.

Nothing has so stirred the educational world in the past century, and over this has raged for four or five years a controversy of untold bitterness and intensity.

Dr. Pritchett, president of the Carnegie Foundation for the Advancement of Teaching, in *Bulletin* 9 of the Foundation first presented the new plan under the caption "A Comprehensive Plan of Insurance and Annuities for College Teachers," a monograph in which he discusses the ten years' administration of the fund of the Foundation, the social philosophy of pension systems, and in considerable detail all the factors involved in the general pension problem. In his resumé of the co-operation of the college, the teacher and the Carnegie

Foundation, Dr. Pritchett enumerates from his point of view the difficulties of their original free (non-contributory) pension plan as revealed by time, experience, and its critics. Briefly they are as follows:

1. Small hope of relief was held out to the man then thirty years old or more as the system applied only to those who had served 25 years or 30 as teachers.
2. A system of free pensions for college teachers was not permanently justified as it was founded on a defective social philosophy.
3. There develops a tendency to use pensions as an offset to higher salaries, i.e., the pensions were in the long run not free but were really being paid for by the future beneficiary and possibly at a higher rate than the same annuity might have been secured from some other sources.
4. The system contained no legal, contractual relations between the Foundation and the recipient of the pensions. It was not a certainty, in a legal sense.
5. Free pensions work against the homely virtues of self-denial and independence.
6. Arbitrarily setting 65 as the retiring age was a mistake, as the proper age for the retirement of a given individual might vary decidedly from that of another individual.
7. The system granted pensions to some who did not need them and as a result denied pensions to others who did.
8. It was a mistake to raise the maximum from three to four thousand dollars a year.
9. It proved difficult to select the institutions to come under this system without making discriminations having little basis in fact.
10. There developed a tendency to restrict migration of teachers to the colleges accepted by the Foundation while a weaker institution might be the very one which needed a particular man who could not be prevailed upon to go where he would not have the prospect of a future pension.

Around the new substitute proposal of the trustees of the Foundation has already grown up a mountain of bitter criticism, best summarized in James McKean Cattell's doughty volume of over two hundred and fifty pages issued in May of 1919 entitled merely "Carnegie Pensions," truly a volume of "source-material" for the future historian of world-controversies, educational policy and scathing denunciation.

The critics of the Foundation accuse it as regards the past of at least these three outstanding faults:

1. Inexcusable mismanagement and lack of business foresight.
2. Broken promises and bad faith.

3. Attempts to control educational policy in the institutions on its accredited list.

Concerning its new proposal for insurance and annuities of various kinds based on a contributory plan, contributions shared by the individual and the institution in which he labors, not only does Dr. Cattell supply the ammunition of attack but the American Association of University Professors, thru a strong committee headed by the Dean of the Law School of Columbia University, provides several keenly analytical and sharply critical reports, very difficult if not impossible of summarization.

They are most thoro and fundamental as regards their criticisms of the insurance and annuity features of the new proposals, the control of the company, premium rates proposed, the use of surplus, the selection of risks, the surrender value of annuity policies, the disability and convertibility clauses and the compulsory participation features.

Great stress is laid on the lack of definitely contractual provisions which would enable teachers legally to force fulfillment of promises; on the necessity of teachers taking a certain specified form of policy or annuity when some other may be more suited to their individual needs, and to the non-participation character of the policies; also, in the judgment of this committee, there is no adequate provision for partial disabilities, certain government bonds are a better investment, and the proposed arrangement continues the supervisory control of the Carnegie Foundation over American colleges and universities.

In one part of Dr. Cattell's bitter arraignment of the Carnegie Foundation's plan of a Teacher's Insurance and Annuity Association, he presents quotations from letters written by college faculty members whose opinions he has requested and who have been asked to indicate their preference of one of three pension plans, *i.e.*

1. That of the Carnegie Foundation.
2. An alternative plan under the control of teachers.
3. Those not prepared to express an opinion at the time.

Out of 753 answering 636 preferred a plan under the control of the teachers and only 13 were satisfied with the Carnegie Foundation proposal.

On the other hand it is but fair to state that some have no fault to find with the latest proposals, that a number of colleges and universities are subscribing to and participating in

it, and that in October 1919 over 100 faculty members were contributing voluntarily to it. Dr. Cattell goes this far in a statement:

> Whether the Carnegie Company can be of use is entirely dependent on its being made either a mutual company owned by the policy holders or a stock company owned by representatives of the academic teachers of the country. If the present owners are unwilling to agree to this, they demonstrate their lack of good faith and proclaim that they are there not to benefit teachers, but to control them.

Much space has here been given this Carnegie Foundation plan partly because librarians are, with good reason, likely to turn to Carnegie sources for advice, co-operation and guidance, and perhaps it should be made clear that those who control the Carnegie Corporation of New York are not those whose management of the Carnegie Foundation's pension plans has caused such a bitter controversy.

Space does not permit a detailed examination here of other precedents in this field which may be studied with profit by librarians in contemplation of some plan of providing insurance and annuities for themselves. Any group or committee, however, which does take up this question seriously cannot afford to overlook the pension and annuity schemes of various church denominations such as the Annuity Fund for Congregational Ministers, and particularly the more recently announced "Expanded Plan" of this annuity fund. The work of the Congregational Board of Ministerial Relief also has in it precedents of value in connection with the handling of so-called accrued liabilities which must be considered at the inception of any such plan. The teachers' pension systems of our various states also provide matter for careful consideration. Especially valuable is *Bulletin* 12 of the Carnegie Foundation for the Advancement of Teaching entitled "Pensions for Public School Teachers," a critical commentary of the whole subject.

The latest reports on the retirement system for employes of the commonwealth issued by the Board of Retirement in Massachusetts as a circular are extremely valuable in explaining the Massachusetts system whereby both the individual and the state contribute toward a future annuity for state employes.

The report of the Illinois Pension Laws Commission 1918-1919 containing a proposed standard plan for a comprehensive

and permanent system of pension funds is an important document not only because of its constructive proposals but also because of the vast amount of analytical and detailed information it contains. The earlier report of this commission issued in 1916 containing certain comparative studies and underlying principles is likewise illuminating.

Industrial group insurance as worked out by a number of the largest industrial concerns of the country suggests further possibilities.

All of this leads definitely to at least one conclusion and that is that librarians should begin at once seriously to study this question and an investigation by the best intelligence of the American Library Association is, in the judgment of the writer, fully warranted.

Special problems will of course be involved in the investigation of this question as applied specifically to librarians and as a basis there must be acquired adequate actuarial data. These include the number, age and sex of those to be considered; the length of service rendered; probable length of service to be rendered; present salary, probable maximum attainable and at what age; other insurance carried; pensions anticipated from other sources; preference as to compulsory features; preference as to the supervision of such a plan and the auspices under which it might most acceptably be instituted.

For example, would it be wise for the American Library Association to propose and initiate such a scheme? Should librarians form a new association for this purpose? Can it be handled by local library clubs perhaps affiliated with state associations, which again will have national affiliations? Is group insurance thru a regular insurance company the wiser solution of the problem?

We need certainly something to insure the continuance of experienced and valuable persons in the library field who may otherwise be forced to seek greater compensation in other fields appealing less to their own social or civic ideals and specially trained abilities.

The factors involved in establishing an adequate retiring allowance system have been previously indicated. Let us now state certain conditions which must be met before any system can be contemplated.

1. Actuarial data must be secured and the system so planned as to be actuarially sound and financially solvent at all times.
2. A definite contractual relation, enforcible by law, must be provided between the association and the participating members.
3. Benefits must be paid from income only, not from principal.
4. To justify itself any new organization for this purpose must provide greater benefits than are provided by commercial insurance companies for the same cost or the same benefits at less cost and with equal safety.
5. Participants must be allowed mobility, i. e., freedom to move from one position to another without losing their right to anticipated benefits.

The writer is not prepared to outline such a system or to attempt to state completely the elements of a desirable system of retiring allowances for public librarians. He is prepared, however, to suggest as the basis of further discussion and criticism the following:

1. A contributory plan of retiring allowances including insurance and annuities under the management of librarians and at least affiliated with the A. L. A.
2. Contributions to be shared by individual librarians and the institutions in which they work.
3. Each library staff to become a member-association so that the advantages of group insurance may be obtained and collections made thru one responsible individual.
4. The initial expenses and the "accrued liabilities" of the earlier years to be provided by an endowment of at least $1,000,000, the income only of which may be used until such time as it is not needed and then the principal.

All this to be conditioned by the five "conditions precedent" stated just above. Difficult legal problems are involved but they are not insurmountable.

No problem of librarianship as a profession and as a public service is more worthy of careful study by the American Library Association at the present time. Its investigation, if not already contemplated, might well be made a part of the survey now planned under the able direction of Dr. Bostwick of St. Louis or possibly a special committee of the Association might with propriety be appointed to consider it.

The question is not merely one of pensions or retirement allowances and in fact it has even a wider application than its bearing on the salary question. It is closely related to the

other very important professional questions of standardization and certification.

If any plan is worked out whereby the public contributes to a librarian's retiring fund, it will probably be much easier to secure the necessary legislation to permit public contributions if we have a certificate system for entering the profession and definite standards to be maintained. As has been already indicated there are excellent studies of the principles governing the retirement of public employes, particularly teachers, with whom from the standpoint of the present discussion, librarians as members of the public service can best be compared. Any investigation on the part of the American Library Association should take advantage of whatever assistance can be rendered by the Carnegie Foundation for the Advancement of Teaching, the Institute for Government Research, the National Education Association, the American Association of University Professors, the great religious denominations, the Actuarial Society of America and the American Institute of Actuaries.

And as has been said this question also has an important bearing on the very vital problem of attracting to the library profession the type of person who is needed within our ranks but who may now feel the necessity of devoting his life to something more remunerative. Similarly, it will assist in retaining many who from preference would remain librarians and who are a credit to the profession, but who at present feel it necessary to leave because of the inadequacy of the financial returns and the consequent insecurity of the future.

Out of respect for and in justice to our seniors in the profession the writer is convinced that it is the younger generation who should do the work and lead the way in this enterprise. If Dr. Meriam's statement is true that it is not the present employes but the future entrants into a service who should determine what permanent form a system of retiring allowances should take, many of those who are at present still classed within "the younger generation" are not likely to secure much benefit to themselves as a result of their suggested labors; but any group which works out an acceptable system of retiring allowances for librarians or any other group of public servants will have rendered a service for the doing of which the resulting satisfaction will be ample reward.

PENSIONS FOR LIBRARIANS

The latest aspect of library pensions is here presented by Harold F. Brigham, at the time of writing (1926) an assistant in the curriculum study work of the A.L.A.

Mr. Brigham was born in 1897 and began his library career at the age of fifteen as a student part-time assistant in the Trenton Public Library. He received his A.B. degree from Princeton in 1921, and certificate from the New York Public Library School in 1922. He was in the A.L.A. War service 1917 to 1919, cataloger in Rutgers University Library in 1921-22, directing librarian of the New Brunswick, New Jersey, Public Library in 1922 to 1925, and was then connected with the A.L.A. Curriculum Study until 1927, when he became librarian of the Carnegie Library, Nashville, Tenn.

The purpose of the present article is two-fold (1) To offer information concerning retiring allowances for librarians, to serve as a basis for consideration of the subject by trustees and librarians themselves, and (2) To suggest a possible means of bringing retiring allowances nearer a more general realization by a practical cooperative effort.

The viewpoint will be that of the public library primarily, and of the independent "special" library incidentally. It should be noted that many college and university librarians are eligible to the benefits of the Teachers Insurance and Annuity Association* (a Carnegie institution), and a considerable number of school librarians enjoy the benefits of teachers' pensions.

As a final point of preface mention is made of two other published accounts of retiring allowances for librarians to draw

*Special attention is called to the pension information contained in the publications of this association and those of the related Carnegie Foundation for the Advancement of Teaching. Especially important are the general conclusions and fundamental principles in the "Manual of the Public Benefactions of Andrew Carnegie" in the section dealing with the foundation. Important also is the pamphlet "Old Age Annuities" published in July, 1925, by the Industrial Welfare Department of the National Civic Federation.

a contrast with the present one. John B. Kaiser contributed a comprehensive survey of the question in the *Library Journal* for February, 1920 (two issues). Mr. Kaiser gave an admirable summary of progress and source information up to that time. He presented the details of library retirement plans then in force together with guiding principles and essential problems involved. He incidentally made plain the economic and social desirability and need of retiring allowances for librarians. This last is definitely taken for granted in the present article.

Another statement on the subject appeared in the recently published Proceedings of the American Library Association for 1925. This was offered as an appendix to the report of the Salaries Committee of the Association, appearing over the name of the present writer as member of that committee. The aim of the statement was to summarize in general the specific provisions of retirement plans as these would probably apply to librarians.

The present article is based largely on the foregoing statement in the Proceedings, but, going beyond the realm of mere information, it is an effort to carry the issue of retiring allowances for librarians a step nearer practical suggestion and possible fulfilment.

The subject will be dealt with in the form of Answers to the following essential questions which the administrator of a library would probably ask:

I. What are the probable provisions of a retirement plan for librarians?

II. Who would administer such a plan?

III. What libraries have retirement plans either in operation or under consideration?

IV. How might the cause of retiring allowances for librarians be practically and immediately advanced?

I. Provisions of a Retirement Plan

An examination of the literature of pensions and annuities makes it possible to set down the following as the essentials of a good retirement plan:

1. It should be actuarially sound to the fullest possible extent.

2. Its benefits and costs should be definite and calculable.

3. Its terms should be contractual, and thus enforceable by law.

4. It should be set up on a reserve basis so founded as to provide the benefits contracted for with no element of uncertainty.

5. It should be contributory, with costs shared between employer and employee, and with the amounts each contributes preferably stipulated as a percentage of payroll or of salary respectively.

6. Its administration should be in the hands of a highly competent, specialized, financial organization or institution.

Such are the essential principles which should guide librarians in their search for a retirement plan. It remains now to go into the details of benefits and costs. The information presented will incorporate all the essentials of the statement in the 1925 A.L.A. Proceedings, entirely rewritten and greatly expanded.

The usual benefits provided in retiring annuities are four in number: 1, retiring allowance; 2, death benefits; 3, disability provision; and 4, provision for withdrawal from service.

Benefits

1. An adequate *retiring allowance* is commonly considered to be half the final average salary, or slightly more, with two-thirds as a tacitly accepted maximum. The tendency to approach two-thirds is largely limited to low salaries, under $1500, because half would be less than a bare living. Some retirement plans reckon the allowance as one seventieth of the average salary received during the last five years, multiplied by the number of years of service. In this case retirement on half pay would presuppose thirty-five years as the average maximum of service.

It is important to note that the practice of using an average of future salaries as a basis for retirement benefits is both unsatisfactory and dangerous because such salaries are unknown quantities impossible to anticipate. The best basis is a constant percentage of salary. (*See* 2 under *Costs.*)

The usual retirement age varies from sixty to seventy years. Retirement may be optional at sixty, that is at the request of the employee or his immediate superior. It is usually compulsory at seventy. It is important to observe that women have a greater

life expectancy than men, a fact which would affect the age of retirement and as well the cost of the annuities. (*See 2* under *Costs.*)

Some few retirement plans established twenty years of service as the minimum requirement for eligibility to retirement. Some plans provide a guarantee of ten annual payments after retirement, so that the total amount paid will at least equal the amount of all contributions paid into the plan by the employee with interest cumulated. In the event of this employee's death the guaranteed payments remaining unpaid would go to the beneficiary. There is a special type of plan in which the retiring allowance is made of ten dollar units, each unit represented by a certificate received by the employee for each year of service, and each guaranteeing to the employee a retiring allowance of ten dollars per year as long as he shall live.

2. *Death benefits* should be looked upon as supplementing and not replacing regular life insurance. They would consequently take a place of incidental and not primary importance. The usual death benefit is a surrender of all contributions paid into the plan by the employee with interest compounded. If death occurred after retirement the total amount paid on any individual contract, that is to employee and his beneficiary, would still equal the total amount of the employee's contributions plus interest. Occasionally special accident-death benefits are provided.

3. *Disability provisions* like death benefits are another supplementary, tho important, feature in that they may duplicate the provisions of regular life insurance already in force by the employee, and the employee would seldom be justified in paying for two distinct disability contracts. However, adequate disability protection should be provided here in case it might be an employee's sole guarantee against disability dependence, full option being allowed in every individual case. The chief fact to be borne in mind at this point is that the cost of a retirement plan increases directly with the amount of benefits offered. This behooves the proverbially poor library to simplify the retirement benefits to a reasonable minimum.

A general disability retirement might be provided for after five, ten, or fifteen years of service Some plans have separate provisions for disability from accidental as distinct from natural

causes. It is frequently advanced that the dominant element of safety in library work largely foregoes the need of disability provisions. This may hold a little water actuarially, or it may not, but the big fact is that the bulk of all disability comes from health as the cause and not accident. For this reason health disability benefits cost about three times as much as accident disability benefits.

4. Provisions for *withdrawal from service* strike one important feature common to many retirement plans, that is the idea of considering the premiums paid as a form of saving. It is essential in any form of retirement plan in which the employee as well as the employer is a contributor that the employee be guaranteed, in case of withdrawal from service, one of three things: (1) a cash return of all his contributions into the plan, usually with interest; or (2) a deferred return of his contributions if the contract is surrendered, for example the commencement of payments earned on an annuity contract by the premiums paid up to that time; or (3) provision for the continuance of the contract in the event that the employee can assume full responsibility elsewhere for the payment of premiums, either wholly or in part, on withdrawal from service. Provision (1), tho occasionally met with, is bad because it puts a premium on a cash surrender value, which on occasion may be worth more in the eyes of the employee than the future retirement benefits. Moreover, a cash value of itself invalidates any annuity provision. In short it defeats the real purpose of a retirement plan. Provisions (2) and (3) are essential to any pension plan. An employee is entitled to a full and fair return on all money he has contributed out of his salary into a retirement system, but savings as such should not be given undue emphasis. Regarding the continuance of the policy elsewhere, most plans established exclusively for a single profession or group would increase the premium to be paid in the event of withdrawal from the group or at least from the profession in question.

Two concluding observations may be made under the subject of benefits: (1) The question of reckoning interest as a part of the employee's expected return from his investment in a retirement plan may be a moot one. Many established retirement systems definitely name four per cent cumulated interest as a part of the contract in all benefits. On the other hand this again

seems to over-emphasize the savings idea rather than straight old-age protection. It would seem preferable to charge all, or at least part of, the interest outright to the minimizing of costs in general. (2) Question also arises concerning the eligibility of janitors and other manual laborers to the benefits of library retirement plans. A comprehensive system would probably have to provide suitable tables of risks and rates for those who work primarily by physical exertion, male and female, as distinct from tables for those who work primarily by mental exertion, male and female. If this is not done the manual laborers will have to be included in the general system with librarians or else pronounced ineligibles.

Costs

The costs of a retirement plan involve the following essential considerations: 1. The contributory idea; 2, percentage of salary as the basis; 3, provision for past service; 4, reducing costs; and 5, the library's viewpoint regarding costs.

1. The only form of retirement plan that seems desirable or practicable for librarians is one in which contributions are made jointly between the employee and employer, and this in general on a "fifty-fifty" basis. Such an arrangement removes the stigma of the gratuitous pension, and divides the cost equally so this may be within the reach of both employer and employee.

2. The most satisfactory basis of contributions seems definitely to be *percentage of salary*. Such a basis is more easily adjusted to individual cases, and it has a natural rather than an artificial application. In contrast would be the case of a plan which is based on an unpredictable future average salary, or on a fixed annual premium unit as that of $105 offered by one insurance company, or an annual fixed annuity such as $1000 at age of retirement offered by another company. The point to be borne in mind is that contributions paid in now will build up a reserve which will yield at the retirement age a definite calculable annuity. If from three to five per cent of the present salary, paid by each party, employer and employee, will yield an adequate retiring allowance according to present conditions, then as the salary increases the same percentage, increasing these joint contributions, will yield a correspondingly larger and still adequate allowance. It is plainly of crucial importance to gauge the percentage most carefully at the beginning. Provision should also be made for allowing the employee voluntarily to increase

his contributions to a greater amount than that which the employer agrees to equal, in order to meet special individual needs and as an incentive to thrift. It should be noted at this point that premiums paid on contracts with women are slightly higher than with men owing to the actuarial fact that women on the average live longer than men and consequently need to build up a somewhat larger reserve.

3. In dealing with *past service,* that is, service prior to the establishment of the retirement plan, it is the library's obligation to assume the principal cost of providing for the annuities to cover this period. This is probably the most serious difficulty in the way of establishing retirement plans, but it should never be allowed to hinder the establishment of a plan in a library; there are too many ways of meeting the obligation. This accrued liability may be reduced by requiring the employees to share in it. (*See* d, e and f below).

Past service may be provided for in any one of the following ways, or by various combinations of these ways:

a. By the direct payment of annuities for prior service out of the usual, or a special, income of the library without setting up any special fund to meet this obligation independently. For example the income from fines in a library might be used for the purpose until the obligation is discharged. This whole arrangement is of course altogether unscientific and, therefore, unsound and dangerous.

b. By a large initial payment (*e.g.,* a gift) of an endowment fund sufficient to yield the required annuities as these are scientifically computed to be.

c. By amortizing this same large obligation by supplementary annual payments over the first fifteen or twenty years after the establishment of the plan.

When the employee shares in the obligation:

d. By providing a comparatively smaller retiring allowance for past service than for service after the establishment of the plan. For example, one plan proposing one-seventieth of final average salary as the annuity to be paid for each year of present and future service stipulated one-hundredth of the same for each year of past service before the plan was in operation.

e. By raising the minimum age of retirement for those in service before the adoption of the plan, in order to allow several

additional years for the accumulation of a more adequate reserve for their annuities.

f. It is entirely conceivable that in many individual instances of the superannuated the obligation of the library might be foresworn in large part or altogether, the individual himself being able and willing to provide for his prior service. This assumes that the prudent older employee has been making provision for old age, in building and loan for example, or in special commercial insurance. Such personal sacrifice should be heralded as martyrdom to the cause in order that a retirement plan might be more speedily established in a particular library. However, this expedient should be looked upon as a last resort only.

The chief point to be driven home is that the accrued liability for prior service will vary enormously with every individual library. In many instances it may be insignificant altogether and easily provided for in one stroke. Where the problem is a serious one it can be dealt with as the limited resources of the particular library and other economic factors in the case may demand. The optimistic side of the problem is the fact that it is only a temporary, and perhaps a short-lived, embarrassment. After it is wiped off the slate the cost of the retirement plan to a library becomes and remains a definite percentage of the payroll which any library might easily afford. Costs actually are small in view of the direct benefits to the library in increased efficiency of service, not to mention the benefits to the employee.

4. The question of reducing or *minimizing costs* in general, for both parties to the contract, suggests the three following obvious means:

a. By reducing the benefits offered, to a minimum within the bounds of reason, yet without incurring the serious risk of adopting a stringent, no-margin, parsimonious plan that cannot last, but must soon require a fundamental revision and reestablishment with consequent embarrassment. An observation to the point is the vital importance of finding at the beginning the right percentage of salary and of payroll which will yield a fair and adequate retiring allowance.

b. By paying the total premiums in one lump sum annually out of the library budget. This payment would include both the contributions of the library and also those of the employees,

adjustment being made for the latter by the necessary deductions from the employees' monthly salaries.

c. By reducing or eliminating the interest on contributions refunded, *e.g.,* in the case of withdrawal from the service, but using this interest earned on investments to reduce costs in general.

5. From the viewpoint of the library the element of cost raises special considerations which must be recognized. In the first place a library is one of those institutions whose labor turn-over is ordinarily small, a fact which means long terms of service and a steady rising payroll, without the appreciable drops which would result from constant changes in the entire personnel. This situation would involve higher premium rates for librarians as a class, as contrasted with rates for factory employees as a class. But this observation would apply only in case an effort were made to establish a special retirement plan distinctly for librarians (*see* II., no. 1 below), and would not enter of course if librarians came under an established plan already in force under a state or an insurance company with set tables of rates for "clerks" male and female as distinguished from "laborers."

Under one type of retirement plan the cost to the library would be a steadily increasing one, that is when the premium paid by the employee is fixed at a minimum that does not change automatically with salary increases. In this case the contributions of the library usually increase according to an annually ascending scale in order to build up the required reserve for each contract.

The added cost to a library would also increase slightly from year to year in view of the fact that a library is a constantly growing institution requiring a staff that increases steadily however slowly.

These questions of administrative costs all go back to the type of retirement plan to be adopted. The need of a careful, authoritative weighing of the whole subject of retirement plans is therefore very plain (see II and IV, below). There seem to be two points which stand out at this stage: one, which is repeated, namely that a library can look forward, as soon as the accrued liability is wiped out, to an established, smoothly-running retirement plan set up on a definite percentage of payroll basis and free from every calculable uncertainty; and the

other that is two-fold: It seems quite certain that retiring allowances for librarians can be generally expected in the not distant future, just as pensions for other public servants are today practically taken for granted. For this reason a library which can by any means establish a retirement plan today is by that very act saving itself untold expense and hardship in the immediate future since every year lost is one more heavy link in the chain of accruing liabilities for past service.

II. Administration of the Retirement Plan

A retirement plan for librarians may be brought about in one of three ways:

1. By the very problematical establishment of a national plan, specifically for librarians, scientifically worked out and eventually established and administered under authoritative library supervision, for example under the direction of the American Library Association. This is decidedly not recommended here. (*See* possibilities no. 1 and no. 3, below).

2. By bringing about the inclusion of library employees under a municipal, state service, or other retirement plan already in force.

3. By the adoption of a retirement annuity plan offered by a thoroly reliable insurance company involving an individual contract for each member of the library staff eligible.

Possibility no. 1 is first mentioned because it is to be quickly dismissed as highly improbable and not practicable. Assuming that librarians themselves could reach an agreement to establish their own professional retirement system, and that they could organize and even capitalize their own company, the possibility of such a company's operating economically and to the best advantages of librarians, and the added possibility of its surviving competition with the great commercial insurance companies, is very doubtful—to say the least. Nor do these doubts yet raise the questions, whether there are librarians enough to launch and carry the scheme, and whether after all librarians differ enough from other professional and clerical groups to warrant a distinct retirement system of their own.

The last deserves special consideration, however, and suggests the reasonable possibility of an officially endorsed retirement plan distinctly for librarians, but accepted and regularly administered by any approved insurance company willing to

take it over. A library retirement plan exclusively for librarians would constitute an unbeatable selling idea which insurance companies might consider. However, such a suggestion falls more logically under Possibility no. 3, which see.

Possibility no. 2, the government-administered system, brings out at once a fact and a fancy: first, that practically all systems to which librarians are eligible at the present time are in this category; and, second, the wish that these systems might be better.

It is probable that a government-administered retirement system is the best, as it seems to be the most logical, system for libraries supported by public funds. There are several such good systems, more notably perhaps the New York State Employees' Retirement System and the Boston Retirement System. Both are comparatively new; the former was put into operation in 1922, *i.e.*, to include the *city* employees, and the latter in 1923. It is under such systems, and these invariably contributory, that many librarians in public, state, state commission and school libraries, enjoy retirement benefits. Without question it is the first obligation of a public or school library that is agitating "pensions" to determine whether or not it is, or can be made, eligible for the benefits of an existing government retirement system. Such a system may be quite faulty both in conception and in operation, but it usually has compensating features, and it is safe.

The chief difficulties with government-administered retirement systems are (1) they are almost without exception unsound actuarially, and (2) they are always, to a greater or less extent, at once the offspring, the passing love, and the innocent victim of politics. They do not have to be sound actuarially, it seems, because the government can dig down into public moneys and make up any required deficits. Still more unfortunately a system that is ill-conceived and not soundly established is quite sure to suffer from correspondingly incompetent management. The evils of state pensions in general are patent to all readers of the press. Only on February 28 there appeared an account of action taken by one eastern state by which more than a million dollars was lopped off the recommended budget of twice that amount for the state teachers' pension fund, in order to make a special appropriation for a tunnel. It is a fairly safe prophecy that the future will see

a decided change in the public attitude which will take pensions out of politics and make them not only sound intrinsically but soundly managed, and full money-value institutions.

Possibility no. 3, the insurance company retirement plan, offers new possibilities and new difficulties. In the first place it offers the only practical possibility of a retirement plan for the innumerable libraries which are outside the pale of government-administered retirement systems. It offers this same possibility to libraries supported by public funds which have no immediate hope of retirement benefits from their local or state government—provided there is no legal restraint in the way. (*See* below). Even if there is hope of future inclusion in a local or state retirement system these libraries have in the commercial retirement systems an untried opportunity of far-reaching significance, that is, to establish their own retirement plans immediately and end the accumulation year after year of accruing liability for past service, ending at the same time for present employees all the uncertainty about the future, and for the library the serious problem of the superannuated employee. If later there is the opportunity to transfer to a government system, this can easily be done, if the advantages warrant it, and without loss of a cent of the money invested in these commercial contracts. In fact the money would constitute a real saving for employees. But more than that, the commercial retirement plan would be solving the retirement problem for those libraries instituting it thru all the years, possibly decades, before any opportunity offered to come under a government system.

The following are the solid advantages offered by established "old-line" insurance companies as administrators of retirement plans:

a. These companies assume the entire obligation of administration, including the high overhead costs, which would soon embarrass a small, private organized retirement system.

b. They give exclusive attention to the business in hand, whereas private, and political, institutions would generally provide a supervisory board the members of which are invariably engrossed in numerous other matters.

c. They have an established and far-reaching contact with the money market, guaranteeing the best and safest (law

enforced) return from investments. These returns revert in larger savings to the subscribers in mutual insurance companies.

d. They are fully equipped to make periodic checks of basic tables and of accumulated funds connected with retirement plans to see that all is safe and sound.

There are conceivably two kinds of commercial retirement plans: (1) the usual advertised annuity contract which any insurance company may have drawn up and put on the market, designed to meet all ordinary needs in the most satisfactory manner, according to the actuaries of the particular company, and (2) a special contract which may be worked out specifically for librarians as a group, but administered by one or more insurance companies.

The first presents two outstanding problems, (1) whether the usual commercial retirement contract satisfactorily meets the needs of librarians as a class, in the judgment of librarians, and (2) what reliable companies offer the most satisfactory contracts. The latter would call for most careful weighing by a competent and authoritative board or committee representing librarians.

The second kind of contract (special) has already been suggested above in connection with the idea of a national, privately administered librarians' retirement system. The idea of a retirement plan officially worked out for librarians but administered by an insurance company certainly should be examined and passed on. If there are twenty-thousand librarians in this country and Canada any insurance company would doubtless be very willing to draw up and issue a special librarians' retirement plan. It is entirely conceivable that the A.L.A. might sponsor such a plan issued by the ———— Insurance Company, in somewhat the same manner as an insurance company would operate a special pension plan for a large industrial concern or business house. The difference would be that the individual library and not the A.L.A. would be responsible financially. Again there would be the large problem of discriminating between insurance companies. There would also be the still more elemental question of determining wherein librarians differ as a class from other professional and clerical workers, building any special retirement contract around these peculiarities. A number of these earmarks are suggested:

1. Library employees in general are probably more than ninety per cent women. This would affect the age of retirement and also costs.

2. Employees are likely to remain long in positions. There arises the question, will this situation change as library training continues to spread, and demand for trained people increases the army of "emigrant" librarians?

3. Safety of employment lessens the need of disability provisions. This point is much in doubt since disability is much more frequently due to ill-health than to accident.

4. Libraries are usually poor financially. This would bespeak a contributory plan with costs about equally divided. It would also affect the handling of the accrued liability for past service.

5. Proverbially low salaries might indicate that correspondingly low retiring allowances would suffice.

The most serious problem presented by the commercial retirement plan is the *legal question.* Specifically it is a question either of interpreting state law or of obtaining enabling legislation to permit public libraries to enter into retirement annuity contracts with commercial insurance companies.

Only three states have laws specifically authorizing public libraries to establish retirement systems. In Illinois and Nebraska cities of one hundred thousand population or over may establish a retirement plan, using receipts from fines for its support as well as deductions from salaries. The Illinois law dates as far back as 1905; that of Nebraska to 1913. In 1921 Connecticut passed a law which is something of a model of its kind. It states briefly "any city, borough or town or any subdivision thereof may retire with a pension or other reward, any employee of any public library within the limits of such city, borough or town or subdivision."

Apparently a Connecticut library has nothing in the way to prohibit the establishment of a retirement plan that is administered by a commercial insurance company, yet even in this case an official opinion may be necessary to determine whether public money can be used in such a contract. The question is much to the point in view of a test case raising the issue which was tried in New Mexico a few years ago. The decision was adverse to an insurance company which had entered into a contract with an institution (not a library) supported by public funds. The contract was not recognized by the law. Insurance

companies will be wary if there is any doubt about legality.

In forty-seven states, then, possibly all forty-eight, it may be necessary to obtain a definite official opinion interpreting the law on this point. There seems to be no reason to expect an adverse decision. Probably the most direct means of obtaining such an opinion in any state would be to have one library officially request the decision, possibly thru the state library commission. It is to be hoped some libraries may soon take the initiative in the matter.

III. Status of Libraries

Last summer the *Library Journal* canvassed the leading public libraries of the country regarding retirement plans. The results of this and some facts assembled by Miss Theresa Hitchler represent only miscellaneous findings and are given merely for casual information.

I. Libraries Having Retirement Systems

California

San Francisco Public Library. Librarians are pensioned as city employees.

Connecticut

State has an enabling statute for public library pensions.

District of Columbia

Library of Congress. Under a federal act.

Washington Public Library. Under the Federal Service Retirement Act. An unsuccessful effort was made in 1925 to have the law substantially amended.

Illinois

State employed librarians receive pensions.

Chicago Public Library. In operation since 1905; amended 1923. Contributory with one per cent deductions from salary. Retirement voluntary after twenty years of service and if at least fifty years of age. Annuity based on highest annual salary received during period of contributions, and not on final average salary as is more usual. Disability granted for two years after ten years of service. Death benefit is one year's annuity. All

receipts from fines are paid into retirement fund ($70,000 in 1923-24). The report for 1924 showed that total disbursements for the year just about equalled the total income from investments. The unsoundness of the system is shown here in that disbursements will soon exceed this income and eventually a fundamental readjustment will be necessary.

Massachusetts

State employed librarians receive pensions.

Boston Public Library. Under Municipal Retirement System since February 1, 1923. Optional for those in employ when system established, but mandatory for all future employees. Retirement optional after sixty at own request or that of immediate superior; compulsory at seventy. On withdrawal from service employee receives all contributions plus compound interest at four per cent. The same goes to beneficiaries in case of death. Contribution is four per cent of salary which the city matches as its contribution. If disabled, employee may be retired before sixty, after fifteen years of service.

Maine

State employed librarians pensioned.

Minnesota

Minneapolis Public Library. Librarians pensioned as city employees.

Nebraska

Omaha Public Library. System similar to that of Chicago; in operation since 1914. Contributions one and one-half per cent of salary plus one and one-half per cent of pay roll. Pension fund increased from other sources, *e.g.*, by gift.

New Jersey

State employed librarians pensioned.

New York

State employed librarians pensioned.

Buffalo Public Library. Newly established system, in operation under terms of State Retirement Fund.

New York City High School librarians. Pensioned at half final average salary at sixty-five, or after thirty years of service.

New York Zoological Society. Carnegie endowment of $100,000 to start fund. Contributions two per cent of salary and two per cent of pay roll. Retirement on half-pay at sixty-five years, or after thirty years' service. On withdrawal from service employee receives all his contributions with three and one-half per cent compound interest.

Rochester Public Library. New system established under terms of State Retirement Fund. (*See Library Journal* Nov. 1, 1922, and Jan. 15, 1924).

Utica Public Library. Recently entered under State Retirement Fund.

Pennsylvania

Philadelphia Public Library. Retirement at half final average salary after twenty years' service or at sixty years of age. Employees' contribution two per cent of salary.

Virginia

State employed librarians pensioned.

2. *Libraries Considering Retirement Systems*

Of seventeen other libraries which responded the nine following have been considering retirement systems to a greater or less extent.

California

Los Angeles. Municipal pension ordinance due to be voted on in 1926.

Delaware

Wilmington. ". . . have a committee which is investigating pensions."

Michigan

Detroit. Has been fighting for pensions continuously for years.

New York

New York Public Library. A committee representing the Staff Association is actively trying to bring librarians under city pension system.

New Jersey

Montclair. A committee of the Board is investigating the subject.

Ohio

Cincinnati. The legal question of using fine receipts for a retirement fund has been before the trustees.

Cleveland. ". . . has been discussed."

Youngstown. ". . . our track is in this direction."

Rhode Island

Providence. ". . . for several years the board has been giving this matter very serious attention, but no detailed plan has as yet been agreed upon."

The lists are plainly evidence of an active and increasing interest on the part of libraries in the retirement problem. Particularly significant is the amount of progress which has been made during the past five years.

IV. A Suggestion

The first purpose of this article now either has or has not been accomplished, that is "to offer information." It remains in conclusion to venture the suggestion involving "a practical co-operative effort."

The subject of retiring allowances for librarians has been a very familiar one with the American Library Association for years. In 1920 for example the Trustees Section appointed a special Committee on Pensions and Benefits, Mrs. Ora T. Ross, Chairman. This committee prepared a comprehensive, forward-looking report on the subject. In 1924 the Salaries Committee was enlarged to include annuities and insurance. An effort has been going on since to gather all possible information on the subject of retiring annuities for the express purpose of making a report, with definite recommendations, before the Council of the Association. The idea is to obtain some official action which might help to further the establishment of library retirement systems. So far two tentative statements have been prepared. The present article is in fact a third revision of the original statement, with much material added.

The Salaries Committee plans, then, to report its findings soon to the A.L.A. Council. Before this is done it will be well

to air some of the suggestions under advisement, in these columns, in the hope that they may call forth criticism from interested librarians who might at the same time have suggestions of their own to offer. Any responses which may be received will be gratefully appreciated by the Salaries Committee.

It is suggested that the American Library Association establish a special, temporary Retirement Investigation Board as follows:

(a) *Personnel*: To be composed of one competent actuary and one librarian, both of whom shall be regularly engaged for an intensive study of retirement plans for librarians lasting from four to six months; and to include as regular but not resident members five advising librarians, whose duty it shall be to meet with the actuary and resident librarian for extended, intensive conferences as often as needed, to advise, guide and suggest, and in particular to help to settle the larger professional problems which the investigation raises.

(b) *Purposes*:

1. To determine the essentials necessary to a satisfactory retirement plan for librarians as a class.

2. To determine whether such a plan can practically be established independently, under private management; or whether it can be placed on the regular commercial market under the management of an established insurance company, or companies, to the best advantage of librarians; or whether the ordinary commercial retirement plans are equally, or more, satisfactory.

3. To examine existing retirement plans that are available to librarians, including government-administered plans as well as those of commercial insurance companies, with a view to determining those that best meet the needs of libraries, and to preparing an analytical survey of such plans.

4. To determine the most satisfactory form of enabling legislation required to forward the efforts of public supported libraries in their respective states.

5. To promote in the several states a move to obtain an official opinion of existing law as this may permit or prohibit public library action to establish retirement plans independently, employing, if need be, contracts with a commercial insurance company.

6. To serve in an advisory capacity to library boards of trustees and administrative heads of libraries.

7. To launch a campaign of information concerning retiring allowances for librarians, designed to awaken a live and intelligent interest in the subject and so to give impetus to wider and more rapid local establishment of the needed retirement systems.

(c) *The money*: The costs of the investigation to be set at from five to eight thousand dollars, and to be defrayed by solicited contributions from cooperating libraries that may be especially interested, from library associations state and local, and from individual trustees and librarians themselves who may care to contribute.

INTER-RELATIONS OF STAFFS

HOW CAN CENTRAL AND BRANCH WORK BEST BE COORDINATED?

In this article, given by Dr. Arthur E. Bostwick at the Chautauqua conference in 1898, he discusses various schemes for the division of work between central and branch libraries.

Dr. Bostwick was then librarian of the New York Free Circulating Library, later consolidated with the Public Library as the nucleus of its present Circulation Department.

The central library, in a system of small libraries, is not an essential feature, but only an accident; or, rather, it is an outgrowth of conditions that are not necessary, although they are general. The history of most libraries with branches, as the word "branch" itself implies, is that of a centrally located institution intended at first to do the library work for a whole town, but ultimately, either by reason of the growth of the place or of the enlarged ideas of the management, found to be inadequate to its task.

To remedy matters the most natural course in such a case has been to supplement the work of the main establishment by smaller, subsidiary stations, or libraries, in those parts of the city not reached by the former. According to the degree of dependence on the central library these took the form of delivery stations, distributing stations, or true branches. But, in most cases, owing to the mode of development as outlined above, they have retained their subsidiary character, and the parent library remains always the main or central library.

That this line of development, though usual, is neither necessary nor universal is shown by the history of library growth in New York City, which is most instructive in connection with the present subject.

There is no one institution in New York that does all the kinds of library work done by the public libraries of Boston, or Chicago, or St. Louis. The reference work is

done by the New York Public Library, and the circulation work by several institutions. Given in order of size these are the New York Free Circulating Library, with 10 branches; the Aguilar, with four; and the Cathedral, with four; besides several others with only one. None of these has a central library in the same sense that the great libraries at Boston or Chicago have; and the reason, in this case, too, is an historical one.

Our own institution began with a small lending library—all that the funds at the disposal of the projectors would permit. It was intended to do only local work. When opportunity offered, another similar library was founded in a different locality, and so on, till at present we have 10 of them, all strictly coordinate; none subordinate to any other.

It is obvious that to cover such cases as this—and in New York they are the only cases—our subject must be slightly broadened and our question recast, so as to read "How can branch library work be best co-ordinated?" And the first thing that we shall have to discuss is whether we shall have a central library at all. For most libraries this has been answered by the logic of events. Boston and Chicago have central libraries; New York has none. But there are growing places where the question is still a live one—places that have now but one library and that will need half a dozen in the near future. Shall the first library be treated as a central library, leaving the others to act a subsidiary part, or shall they be made co-ordinate with it?

The special functions performed by a central library and its staff may be divided into two classes—general administrative functions and purely library functions. Among the former I should class the work of the librarian's office, the cataloging work, the purchase of books, binding and printing. The latter include general reference work, the storage and circulation of such works, whatever they may be, as are not generally lent from branches, the supply of books to distributing or delivery stations, etc.

The administrative functions are connected only indirectly with library work, and while they are very properly carried on in the central library, if there is one, it is not necessary that they should be carried on in a library building at all. They may be located wherever it is convenient to have them; either

scattered about in different buildings, or, better, located in a separate structure by themselves.

This latter plan (although, so far as I know, it has never been adopted anywhere else) was advocated by the writer in his last annual report and will probably be carried out in the near future. So far as the administration departments are concerned, then, there is no special reason for a large central library.

Coming now to purely library functions, there is certainly reason for a large, centrally located reference department for students; and one of these is enough, even in a large city like New York. Where there is a central library building the reference library is naturally located there; otherwise there is no reason why it should not be put in the most convenient one of several co-ordinate branches. In New York this problem has not troubled us, for the reference work of this class is practically all done by the public library.

As to the circulating work, it is very doubtful whether a large central library with a very large circulation, aided by branches each with a much smaller circulation, represents a normal and stable state of affairs. We find in New York that people will not come readily to borrow books more than about three-quarters of a mile. If the central library draws them in any considerable numbers from more remote regions it must do this by means more or less artificial. Of course, in every circulating library there is a large number of books that go out very seldom. These it is probably best to store at some central spot, for those who want these books are generally willing either to wait for them or to travel a greater distance to get them. But there is no reason why they should be stored all together, for such books should be nearest to the portion of the public that wants them; and this points clearly to specialization and distribution.

In one part of the city, we will say, is a large medical school. In the branch nearest to this should be gathered all those medical works intended for circulation that are not given out to the general public; in a special residence district are numerous women's clubs that have taken up with vigor the study of sociology; in another district the history percentage is much above the average, showing that for some reason there is a special demand there for this class of literature. A

study of local conditions, aided by close following of the class percentages for each branch, will thus indicate pretty clearly how these books should be distributed. There will, however, always remain a remnant—some librarians are bold enough to call it rubbish, although none are quite courageous enough to treat it as such—which must be stored centrally.

So far, a central library building has not been seen to be a necessity, although nothing that has been said would justify the abandonment of the central system where it has been already adopted. In growing towns, where the library system may either spread homogeneously or centralize and send out tentacles, I should certainly advise the system of co-ordination, because I believe that it best subserves the needs of the community.

But there is a final consideration that may perhaps turn the scale in favor of the central building; which is, that an architecturally striking building is the very best advertisement that a library can possibly have. And I know of nothing that needs advertising more than a library. This is impressed so strongly on my mind every day that, although I believe the coequal branch system to be the best in all other respects, I am quite ready to advise a central building of striking architectural beauty simply because it will represent to the public the library idea as nothing else can.

In thus discussing the relative merits of these two systems we have gone pretty well over the ground of how best to divide the library work among them; in other words, how to co-ordinate the work. But certain questions are common to the two systems. For instance, what administrative functions is it best to intrust to the separate branches? It is conceivable, for instance, that each branch should attend to its own administration and that the different branches should have no common bond except, perhaps, control by a common board of trustees. At the other end of the scale would be a central administration that should rigidly control the whole system. Between these extremes are any number of golden means, and which one shall be adopted depends on local conditions.

I had occasion about a year ago to collect statistics showing how the different libraries in the United States stood in this matter; and to these, published recently in the LIBRARY JOURNAL,*

* L. J., Jan., 1898, p. 14.

I may refer you for details. In these there appeared a very strong tendency toward centralization—toward union catalogs, union shelf lists, the uniformity of classification and numbering, cataloging and distribution from a central point, and so on. In all these particulars we in our library are strong believers in centralization (which in this sense is a thing apart from a main or central library), yet along with this centralization should go as complete local independence and elasticity of system at the different branches as is consistent with it. Americans never take kindly to red tape, and uniformity for its own sake is nowhere more out of place than in a library. Dr. Holmes' advice, "Don't be consistent, but be simply true," is a good one for all of us.

It has always seemed to me that where branch libraries exist the great mistake to be avoided is that of doing the same work in a number of different places instead of in one place. Nevertheless, this is partly a necessity because of the peculiarity of human nature that makes branch libraries necessary at all. Here is a book that goes out about a dozen times a year, say twice at each of six branches. It is certainly a waste to buy one copy for each branch when one should do the work for all. This is true *a priori,* yet when it comes to a practical test we have always found in New York that nine people out of 10 will refuse to take the book unless it is on the shelves of the branch that they are using; they prefer second choice now to first choice to-morrow.

The reflections induced by this fact, regarding why and how most people read, are not cheerful; but we are not obliged to reflect on it; the facts are before us, what shall we do with them? In New York we have made a manful effort to throw open the stock of books in our 10 branches to all of our members. We allow any one to draw books from any branch, furnishing each, on request, with a temporary transfer, which acts as a simple guaranty of good standing; we send for any desired book from another branch; we publish union bulletins and lists; we post conspicuously in each branch a list of the addresses of all the other branches; yet, I am sorry to say, this has been done mostly in vain. At present it seems best to duplicate, except in the case of those books that, though needed seldom, are then so eagerly sought that the asker will wait longer or go further for them.

In closing, I may say that all study of the best way of operating a library composed of branches, so as to get the greatest amount of good from the whole stock of books, has only served to strengthen our belief that for New York, and presumably for other large cities, the best work can be done by a system of small libraries at small distances apart. Also, that each of these should have its own permament stock of books, although temporary interchange and free general use should be encouraged; in other words, the libraries should be true branches, though each should be prepared to act at the same time as a distributing or a delivery station.

INTERCHANGE OF ASSISTANTS BETWEEN LIBRARIES

The year 1917 saw a beginning of considerable interest in the possibilities of temporary exchange of assistants between libraries.

Reference assistants were exchanged by the Syracuse, New York, Public Library and the Free Public Library of Newark, while an assistant in charge of the Young People's Department in Syracuse, spent a month in the Children's Branch of the Brooklyn Public Library. During July and August of the same year two assistants each were exchanged between the St. Louis and Portland, Oregon, public libraries. In every case the reaction to the experiment was favorable.

EXCHANGE OF SERVICE

Miss Rena Reese, of the Denver Public Library, indicates in *Public Libraries* (Chicago) the advantages accruing to both assistant and institution from an interchange of experience and environment.

Rena Reese was born in Newton Falls, Ohio, and graduated from Lake Erie College, Painesville, Ohio, and in 1906 completed the course given by the Library School of the Winona Technical Institute of Indianapolis, where she was instructor in classification in 1906-07. She was engaged in cataloging and organizing work from 1907 to 1909, was first assistant in the Utica, New York, Public Library in 1909-10 and librarian of the University Club of Chicago in 1910-11. Since 1911 she has been first assistant and Director of Training Classes in the Public Library of Denver, Colorado. In 1919 Miss Reese was on leave as head of the Book Department of the A.L.A. War Service, at Washington, D.C., and 1920-21 she served with the American Library in Paris and at Coblenz.

Why cannot the idea of the exchange professorship be extended to libraries? There would be several advantages and the disadvantages which might come to mind can more than be met in argument by the overweight of experience and vision which would be acquired. Indeed, the thought conveyed by the word disadvantage resolves itself into the idea of personal inconvenience which need not be considered of great importance as far as argument is concerned. Those who have a pet vacation spot or a cosy and comfortable boarding place or any other hobby, might be disinclined to move their household goods to strange environment, but if we as Americans have any claims to our boasted adaptability, librarians should be as flexible as other persons. It is true that from the very fact that

we have so many demands and such varied interests, we are less likely to "get in a rut" or "go stale" than is the case in some lines of work, but at the same time, opportunity for some new viewpoints would be provided by such a plan which would add new interest to the profession. It is not advocated that this plan should be generally pursued and that every restless spirit who is seized with *wanderlust* should be permitted to indulge his or her whims. Rather that such exchanges be made after a definite term of service in one place. There will always be those also who have home cares and responsibilities which prevent them from leaving their positions for more than a brief time. Any general plan can have exceptions.

The advantages naturally divide themselves into two classes, professional, and climatic and environmental. No matter what the preferences, enthusiasms, or successes of the library worker are, contact with other than the accustomed public, administration problems either of entire library or department, knowledge of varying types of inhabitants and their characteristics, local history, accommodations to limited income when a more generous one has been allowed—all these and many more items can be brought to mind which would give a breadth of view and a wider professional experience to the worker. New ideas in reference, circulation and children's departments would be gained and added to the general equipment of the exchange worker. Nor would the knowledge gained in many cases be any greater than that contributed. Extreme types of libraries might be benefited by an infusion of spirit from each other, so that a tinge of conservatism would be added to the loosely constructed fabric of administration and the "dry bones" of some of the ultra-conservatives would take on new life.

The climatic and environmental advantages are equally important and perhaps more numerous. At the Mackinac conference the need of recreation for librarians was discussed and some one even dared to suggest a sabbatical year. Nothing has come of the latter idea, as there are few library boards with either the inclination or the funds to permit such a riot of rest and change for their library employees. Even if inclination were present in their hearts and money in their treasuries, most cities prohibit by ordinance the payment of money to anyone except for service actually rendered, and rightly so. Therefore, the sabbatical year with pay is next to

an impossibility for the workers employed in city, state, or nation, and the result is that a year's rest would be taken at an enforced loss of salary, which few can afford.

If a worker in Florida, New Orleans, southern California, or any of our semi-tropical sections of the country feels the need of one cold winter to set her blood tingling and stimulate her energies, why not give her a season in St. Paul, Minneapolis, Milwaukee—even Cleveland or Pittsburgh? A librarian in one of our northwestern coast cities expressed her feelings thus: "I have worked so long in this mild, moist climate that I long for a winter such as I used to know, with the snow stinging my face and the cold such that I must hurry my homeward walk to keep my blood in circulation and myself warm." And yet she could not afford to spend a winter in another city unless she could have employment. Those tired of long, cold winters would find a welcome change in the genial lands of sunshine which our country affords. Then there are the dwellers in high and low altitudes. Why cannot the sea-coast people have the exhilaration of the mountains and the mountain people have the relaxation of the sea? We have such a variety of climate, that anyone wanting or needing a change could find somewhere what she wants.

Environment is equally important if we are to know the people of our own country. It is trite to say that we are one nation, but some do not realize it either in spirit or in fact, as there has never been any point of contact. Not only should East meet West, but North should meet South, every one in a spirit of receptive sympathy. How much more understanding of mind and heart would we gain if we could live among, know and adapt ourselves to a different type of population than that in our own city or a type of people which we know best. The real value of such contact would be tremendous.

Such a plan would not be advisable, perhaps, for all employees. It might be limited to head librarians and heads of departments, with special consideration for other cases. In many cities, civil service ordinances would hamper, if not prevent, an exchange of employees. It need not be confined to public libraries. Why shouldn't a reference librarian have experience in a commission office, a state organizer be temporarily a cataloger, or a training-class instructor do reference work?

Fear that organization of staff would be disrupted to any great extent need not be entertained seriously. Not a great number would take advantage of the opportunity at any one given time and the entire control of the matter would be in the hands of the librarian and trustees anyway. Many would find it personally inconvenient and there are also many souls too timid or too conventional to take the plunge. Why is it not possible, however, for those who would like to have a broader experience?

STAFFS OF COLORED BRANCHES

Two types of staff are found among negro libraries, that in which the whole staff is colored, and that in which white and colored assistants work together. The first plan is followed by southern libraries, while the second is confined to the north.

The following selections have been chosen to illustrate both systems. The reader is also directed to the article "Serving New York's Black City" by Miss Ernestine Rose, librarian of the Harlem branch of the New York Public Library, so vividly portrayed by Carl Van Vechten in *Nigger Heaven.* This article was reprinted in a former volume of this series *Library Without the Walls,* pp. 517-24.

A LIBRARY MILESTONE

An address delivered by Charles W. Cansler at the opening exercises of the Free Colored Library of Knoxville, Tennessee, in 1918.

Charles W. Cansler was born at Maryville, Tenn., May 15, 1871. He attended the Freedman's Normal Institute in Maryville and Maryville College. In 1893 he was admitted to the bar of Knoxville, Tenn., and in 1895 was Republican nominee for the Tennessee legislature. He was a teacher of English thirteen years and since 1910 has been principal of the Knoxville Colored High School.

Mr. Cansler has a gift for solving mathematical problems with rapidity and travelled for a year through northern states, giving exhibitions in "lightning calculation."

In accepting on behalf of the colored people of Knoxville this beautiful building to be known as the Carnegie library for colored citizens, I wish to voice the appreciation of the entire colored population of Knoxville to those who have made it possible. . . . And I wish to repeat what I have said on other occasions, which has become a firm conviction with me, that when the white and colored people of our country have learned to get together upon common ground, with each race mindful of the rights and feelings of the other, as is the case largely here in Knoxville, the race question in this country will be solved and solved forever.

I can understand the anxiety of our white friends in the success of this library effort for colored people in Knoxville. I can understand how those who have not kept in touch with negro educational progress may look upon this project as a doubtful experiment, and may feel amazed at the idea of the city of Knoxville, with its heavy financial obligations, financing what may seem to them a very doubtful undertaking. These

people know, as all of us know, that a little more than 50 years ago the printed page was sealed to negroes. They did not possess the key that unlocks the storehouse of the treasures of the world. They had eyes, but they could not see. They had ears, but they could not hear. They had intellects, but they could not think.

Today, all is changed, and there is scarcely a human activity in which negroes are not engaged. I sometimes envy the older men of my race who have had the experience of living in the two periods of the race's history, for it must be like living in two different worlds, for they have in part realized in this life the heaven which so many of us can only hope for in another. To those who have lived in that other world, who walked the streets of Knoxville when the statutes of our state provided a penalty for negroes being found with books in their possession, how great must seem the transformation as they view our beautiful new Carnegie library, with its ample and splendid equipment for the members of their race.

God bless the man who first invented books! And God bless the men who since their invention have assisted in their preservation and dissemination, and have made it possible for all people, rich and poor alike, to gain access to the hoarded knowledge and wisdom of the world. No man in all of the world's history has made a wiser disposition of accumulated riches than has Andrew Carnegie, who has always known what to do with a dollar since the day that he made his first one. He has built a monument for himself in almost every city of this land, and has perpetuated his name to remotest ages. Every young man who, from a book from a Carnegie library, catches a glow of inspiration that impels him to success, every girl who is quickened into a higher and better life, every aged man and woman who goes down life's decline with softer, easier tread because they find upon the shelves of Carnegie libraries the books that comfort and console, all ages and all classes alike, will always have occasion to revere the name of Andrew Carnegie.

What a dull, monotonous affair this world would be without books! They belong to God's best gift to man, and like the religion of the Master, they are as accessible to the poor as to the rich. What care I for any man's companionship when hand in hand I can walk with Shakespeare in review of the

courts of England's great kings and queens, when with Dumas and the Three Musketeers I can visit the gilded salon of Louis the Fourteenth, the Grand Monarch of France, when I can visit the battlefield of Waterloo with Victor Hugo, and know almost the exact location of every batallion and brigade engaged in that titantic struggle, when I can laugh with Dickens at the mannerisms of Sam Weller and the adventures of Mr. Pickwick, and can weep with him in the death of little Nell, when I can enjoy the stately grandeur of the language of De Quincey, and can sit with Boswell and Sam Johnson, Goldsmith and others at the literary club, when Carlyle and Macaulay can speak to me through the lapse of many years of the greatness of Burns and Milton and a hundred others of the world's great, when I can hear the divine songs of Homer and Milton and Byron and Tennyson and Longfellow, and a thousand more! What other and higher and better companionship can any man crave than these?

No man who loves books need ever pine for lack of an associate. I pity the man who cannot read, who, like the man without natural sight, cannot see and understand the beauties of the boundless universe of God; and I pity, too, the man who, though he can read, has not learned to love books and does not enjoy through them the companionship of great intellects and great hearts.

But I shall fall short of my duty upon this occasion if I do not take the opportunity to point out the many ways in which I conceive this library may be helpful to the colored race in Knoxville. This building will have served its purpose only in part if it becomes only the center of the activities of the reading colored people of this community. It is hoped and expected that it will be largely made use of in this respect, and that all classes of colored people will avail themselves of its privileges. It belongs to no individual, and it bears the stamp of no creed nor church. It therefore opens wide its doors to every individual who desires to make use of it; for it is the desire of those having it in charge that it do service to all classes and conditions of men. But it is hoped and expected that this library may be of more service than as a mere disseminator of books and magazines. It is hoped and expected that it may serve as a community center and that varied activities may grow out from it that will be

alike helpful to our race and to our community. There is not today in the city of Knoxville, with its population of seventy or eighty thousand and its colored population of fifteen or twenty thousand, a single decent place, with the exception of stores or offices, where a colored man or woman can go for rest or recreation.

While the library is by no means to be regarded as a loafing place or a lounging place, it will afford an opportunity to those in the city who may desire a quiet and retired spot in which to read and spend some time, to do so without feeling themselves intruders. It is to be hoped that the ministers and teachers of the city may find it an inviting place to spend much of their leisure time and that our young men and women may take advantage of it in all the ways which are possible. And I am authorized by those who have authority, to say that while it is hoped that the activities growing out of the library may be varied and helpful, yet it is not by any means intended thereby to invade the province of the schools, churches or fraternal organizations, or to hinder or hamper them in any work which they are undertaking to do. Coöperation and coördination of effort are needed in the endeavor to make this library serve a useful purpose in this community, and to have it prove a blessing alike to those who give it and to those who receive it. Let us make it the Mecca to which we can direct our steps as a place where we may give and receive inspiration, and let us make it a common meeting place where all denominations and organizations may meet on a common and equal basis.

I am indeed proud that it is not necessary for me upon this occasion to make any plea for the proper care of the library building. Whatever else may be said for or against colored people, it must be said of them that they have a profound and abiding respect for all public property.

I shall make a plea, however, that we return books promptly within the time prescribed for their use, and that we return them in the same condition in which we received them. All books worth reading should be carefully handled, and many books should be prayerfully handled. To use books carefully without mark or marring is an evidence of a refined taste and of a most splendid breeding. The wonder of school teachers often is that children of educated parents and from refined

homes should take such little care of books entrusted to their keeping. I hope that above all else our library will train our young people in a careful discrimination of what to read as well as how to read. . .

It seems to me that today should be a landmark in the history of our race in this city. We have had churches and schools and fraternal societies for well nigh fifty years, but this is the first library ever dedicated to the use of the colored people of Knoxville. A hundred years from now those who are to come after us can point back to this occasion as the date upon which the movement for a free public library for negroes was consummated in this city; and let us hope that in the progress attained by that time, those men of that future time may be able to say of us, "They builded better than they knew." We are thus making history today, history for ourselves, history for our race.

I like to contemplate the thought that the negro race, unlike the white race, has not reached the zenith of its greatness and its glory, but that it is but now making a beginning. No doubt many of you have heard the story of the three young men of different races and ancestry who met upon one occasion, and, as young men have always done and will always do, talked of the mighty heroes of the past and the great achievements they themselves hoped to accomplish in the future. Said he whose racial type indicated him to be an Asiatic and a Jew: "I come from a strong and powerful race. Before Europe was overrun with barbarous hordes, before America was known to the map of the world, my ancestors were mighty in the temple and on the throne." And said he of Anglo-Saxon birth and of European lineage: "My ancestors were warriors of mighty deeds and renown. The blood of Vikings flows in my veins. I belong to a race which has overthrown kingdoms and upon the ruins of empires has erected the greatest monuments of civilization, a race which has built up the waste places of the earth, and the glory of whose deeds is to live forever in story and song." He of African descent was silent. And said he of Asiatic birth and he of European lineage to him of African descent: "And what of your race and ancestry?" "Alas!" said he, "I can boast for my race few mighty deeds of prowess. I belong to one of the humblest races that God has created, a dark people with a dark past,

full of sad memories. But," said he, as he drew himself up to his full height, "You boast of your proud ancestry, tracing it back to kings and priests. I can boast of more than you, for I *am* an ancestor, and the germ of a mighty people yet to be." Today, as we go from this place, we can go from it in the spirit and in the consciousness that what we are doing today will be remembered as long as one stone in this building remains upon another.

It is related of Henry Clay that once while journeying from his home to resume his duties in the House of Representatives at Washington, while near the summit of one of the loftiest peaks of the Allegheny mountains, he alighted from his coach, and with his friends, gained the summit of that lofty mountain. And as he stood, he assumed a listening attitude, as if hearing footfalls far away in the distance, and, gifted with prophetic vision, as he saw in the womb of nature millions yet to be that would come in the course of years to people the vast area before him, he cried aloud to his friends: "Hush! I hear the tread of coming millions!"

Standing here tonight before you, and knowing that the hope of future generations lies within you, I can say more truly than Henry Clay that I hear the tread of coming millions, and can prophesy a future fraught with more decisive results than that foreseen by the gifted one who spoke those words. When men shall know the truth and the truth shall know them, the rocks and reefs and shoals which so long have threatened our existence shall have been safely and surely passed.

On behalf of the colored citizens of Knoxville it gives me great pleasure to accept for them the gift of this beautiful Carnegie library, the joint gift of Andrew Carnegie and the city of Knoxville, and may its proper use by the colored citizens of Knoxville redound to their own good and that of this city of which they are a part.

WORK WITH NEGROES: ROUND TABLE

A report, by Miss Ernestine Rose, of the annual meeting of this round table.

Ernestine Rose was born at Bridgehampton, New York, graduated from Wesleyan University, Middletown, Conn., and received her library education at the New York State Library School in 1902 to 1904. Miss Rose was connected with the New York Public Library from 1905 to 1917, and was assistant principal of the Carnegie Library School of Pittsburgh in 1917-18. She was in the American Library Association war service from 1918 to 1920, in charge of hospital libraries and as field representative of the Third Army of Occupation at Coblenz. She is now librarian of the 135th Street branch of the New York Public Library.

The first annual meeting was held in the assembly room of the Main Library, Detroit, Wednesday evening, June 28, 1922, Ernestine Rose of New York Public Library presiding. About one hundred were in attendance.

The chairman announced as the purpose of the meeting the consideration of a permanent organization following up the informal discussion at Swampscott, and called upon George T. Settle of the Louisville Free Public Library to open the question.

Mr. Settle defined the object of the round table as an opportunity to exchange ideas and recite for the mutual benefit what is being done. Louisville has organized a Negro department of its training class and has already trained eleven colored assistants from other southern cities. A separate library for colored people is maintained, giving very effective service. A round table to discuss this subject will be a valuable source of help. Mr. Settle announced his intention of establishing a library school in connection with the Louisville Public Library with a colored department.

The chairman reported that a questionnaire designed to get a clear understanding of the status of library work with colored people had been sent out during the year. The report on this questionnaire was tabulated, by Marion P. Watson, of the 135th Street Branch of the New York Public Library, as follows:

LIBRARY WORK WITH NEGROES IN 1922: A QUESTIONNAIRE

In order to get information about library work with Negroes in other cities, the 135th Street Branch of the New York Public Library sent to 122 libraries throughout the country the following questionnaire. Ninety-eight libraries responded. The information given in this report is based on the replies from these 98 libraries:

Questionnaire

1. What percentage of your population is Negro?
2. Have they free access to the library?
3. Have you any specialized equipment for serving them, such as
   a. Separate colored branch?
   b. Colored assistants?
   c. Special book collection on the Negro and Negroid subjects?
4. If you have Negro assistants, what methods have you for training them?
5. In what way is the Negro represented on your governing board?

In response to question 1 as to percentage of colored population in cities, the figures range from almost 50% reported by the Savannah Public Library, 45.3% by the Jacksonville Library, about 43% by the Carnegie Library of Atlanta, and 39.3% by the Birmingham Public Library down the scale to places reporting practically no Negroes.

In responding to question 2, asking about access to the library, the states north of New York, all having a very small Negro population, report free access for colored people. All the western states, also with a small percentage, report free access to the library for Negroes on an equal footing with white persons. Hence the real interest of the question lies in the southern states and those of the Middle West, all of which have a considerable Negro population. Hagerstown, Md., and Wheeling,

W. Va., are the only southern libraries reporting unrestricted access for Negroes. Paducah, Ky., reports: "privilege to draw books from library but not allowed access to shelves or reading room." The public library of Jacksonville, Fla., the Negro population of which is 45.3%—one of the largest—has a "small library building and one of its largest rooms set apart for colored people." A separate branch is included in their extension program.

Question 3, on specialized equipment, brought a variety of responses. The following public libraries which, in so far as could be ascertained from their replies, are not open to Negroes, do, however, grant them special privileges through separate branches: Birmingham, Ala.; Little Rock, Ark.; Wilmington, Del.; Jacksonville, Fla.; Atlanta, Ga.; Louisville, Ky. (2); Charlotte, N. C.; Chattanooga, Knoxville, and Nashville, Tenn.; Norfolk and Roanoke, Va.; New Orleans, La.; Evansville, Ind.; Charleston, W. Va., and Houston, Tex.,—a total of 16.

Several libraries have stations in schools for colored children. The Louisville Public Library, in addition to its two Carnegie branches and 15 stations, has 58 classroom collections in 23 schools. The Indianapolis Public Library says: "We are organizing a branch library for colored people in one of the largest colored schools in the city. We hope to have it in full running order by June 1." Tampa, Fla., has a library room in the Negro school building open to children all day and to adults after school closes.

Some libraries, particularly in the East and Middle West, located in cities having a large Negro population, not only allow them general library privileges but also give them special library service. Such libraries are the Cincinnati, New York and Cleveland public libraries. Cleveland reports: "Our branch was built in the center of the largest Negro district with the needs of the Negro especially considered, though it serves white people also. About 45 per cent of the registration there is Negro." The New York Public Library serves the Negro through a branch in the special district in which he lives, allowing him at the same time the free use of the entire system. Several other libraries maintain deposit stations for Negroes.

The replies to the question about employment of colored assistants show that all the libraries with separate branches for Negroes have entire colored staffs. Kansas City, Mo.,

Cincinnati, Indianapolis, Minneapolis and New York, none of them segregated systems, all report Negro assistants, presumably for work with colored patrons. Buffalo, New Haven, St. Paul and Boston have no separate colored branches, but employ a few Negro assistants. The Cleveland Public Library reports no colored assistants, but "Care is taken to assign to those branches having many colored readers assistants who are sympathetic toward them and interested in their welfare." The 135th Street Branch of the New York Public Library, organized within the last two years to meet the very special needs of a large and growing Negro population, has tried the experiment of a mixed white and colored staff to serve better a Negro public.

In response to the question about collections on Negroid subjects, most libraries in large cities and in cities having a large colored population report having such a collection. Most of these evince a willingness to get books especially asked for by Negro library members. One library sends notices to the colored papers about books of interest to their readers. Several report getting everything on the Negro unless too radical. The Evansville, Ind., Public Library in this connection says: "We have a very fine collection. A great effort has been made to buy everything in print on the Negro question that is not too old or too rabid. We have also specialized on books written by Negroes. No collection in the city has been so carefully selected."

Question 4 on the training of Negro assistants brought forth the most significant information. Acording to replies received there are three definite methods of training colored assistants. One is the Louisville method. Six libraries report that assistants have been trained in the public library of this city. In some cases an assistant was trained in Louisville, who went back to his branch and in turn trained other assistants. Another method is reported by seven libraries. Their assistants were trained by the white head librarian or by heads of departments also white. The third method is by definite technical instruction. Two Indiana libraries have sent their colored assistants to the summer school of the Indiana Library Commission. In Cincinnati colored and white assistants are trained together by the library. The Public Library of Washington, D. C., says it plans to send its Negro assistants to Howard University for training. The New York Public Library expects to have one of its colored assistants in its library school next year. According to the replies

no Negro assistant now doing public library work has as yet received training in a library school.

Practically no libraries report the presence of colored representatives on governing boards. The general tenor of the replies is that library boards represent no particular factions. A characteristic answer to this question is that from Harrisburg, Pa.: "We make no distinctions of race or color, and no question has ever arisen. There are no 'special classes' represented on the board." Two exceptions to the general trend are Charlotte, N. C., and Savannah, Ga. The former says: "The Negroes have their own board of trustees composed entirely of Negroes, five in number." The librarian adds in a letter: "I have nothing to do with their library in an official way, but always assist them in any way possible. Our arrangement seems quite agreeable all the way through. They take pride in having their own schools and library." Presenting another angle, Savannah reports: "Their library has a board composed entirely of Negroes. The situation is all wrong, but conditions make it inadvisable to bring about a change at this time." Atlanta writes: "We tried having an advisory committee from the colored people, but as they did not confine their activities to advice, we disposed of them." Roanoke has "a library committee (colored) which acts in an advisory capacity when there is special business before the board concerning the colored branch."

The questionnaire as a whole shows that, although library work for Negroes is still largely a thing of the future and needs great development, nevertheless much progress has been made in the last few years, as comparison with former reports shows. This is evident in the increasing number of special branches for colored people and in the more frequent use of Negro assistants for serving the colored public. The questionnaire reveals also a deplorable lack of proper technical training for Negro assistants. It is evident that the demand for properly trained colored librarians is increasing, and that this demand will have to be met with well qualified professional workers.

The chairman emphasized the following points:

1. The purpose of this questionnaire to clear the ground for further discussion of methods and principles.

2. The basis of discussion to be one of comparison on the basis of individual situation in various localities. Generous consideration must be given to all connected with this difficult topic.

L. W. Josselyn, of Birmingham, Ala., followed with a paper on the SUPPORT AND CONTROL OF NEGRO LIBRARIES. It is not fair to the Negro to judge him by standards of the white race; his needs are different from our needs and his problems must be seriously studied, as well as our problems in working with him. This study is best made by personal contact supplemented by the best sociological work of Negro as well as white authors. The amount of financial support should depend on the literacy of the Negro, the ability of the literate Negro to make use of library service and the cost of giving such service. One dollar will buy more service for the Negro than for the white man. Adequate service to the Negro is 25% cheaper than to the white, as personal service is cheaper by 40%, books 15%, periodicals 10%, miscellaneous expense 10%. Since public libraries are controlled by the people through suffrage, the whites being in the majority control the Negro libraries. In response to a questionnaire the replies from fifteen southern libraries indicate that a mixed board of control is impossible, a white board with an advisory Negro board impracticable, a Negro board unsuccessful.

Informal discussion brought out the following information:

Birmingham, Ala, bases the cost of Negro service in libaries on costs obtained from various educational and business institutions. Books are cheaper because more elementary.

Louisville, Ky., considers the cost of Negro service greater per capita than for white people. White and colored assistants are paid the same salaries, while double the number of colored assistants is used. The same complete reference library is provided as for white service. An attempt is made to cultivate social imagination as distinct from folk imagination, by interesting them in the better type of modern fiction. More books per capita are read than in any white community in the south.

Evansville, Ind., finds its colored branch most expensive, as a larger staff in proportion to those served must be provided.

Roanoke, Va., reports a colored adult circulation 80-90 per cent fiction, juvenile 50-55 per cent fiction, with religion second in both instances.

Norfolk, Va., has a colored advisory committee which formulates a policy for the colored library, keeping within the policy of the white library. It selects its own assistants and discusses its problems with the white librarian.

Knoxville, Tenn. Mary U. Rothrock, Knoxville, advised workers with Negroes to think and listen and say little. General principles should be modified in the light of local conditions. A Negro is entitled to equal opportunities and to the generous consideration of the white majority. A book collection should be provided with a view to its usage, but not inferior to the white collection. The cultural advantage of good architecture in the library building ought to be given and ample financial support assured. As the majority rules, the white race is in control and the practical problem remains to arrange complete co-operation with the least friction. Negro citizens do not approve a colored advisory committee.

Kansas City, Mo., has a new branch which is about to be housed in a high school, to be administered like other branches. The book problem is not different from other branches, the Negro clientele being very intelligent.

The chair introduced Ethel McCollough of Evansville, Ind., who read a thoughtful paper on the TRAINING OF NEGRO WORKERS. Evansville's Negro branch, the first of its kind north of the Ohio River, was organized eight years ago. The work of training colored assistants is still in the pioneer stage. The choice of material among Negroes is much more difficult than among whites, because of their sensitiveness and lack of mental training. Many things must be considered and great discretion used in selecting those who are to be trained. The trained Negro librarian gives very acceptable service to her own people. Four colored apprentices have been graduated, sometimes with the regular class, sometimes by special training. Certificates are issued to them.

Jennie L. Flexner, Louisville, Ky., thought two kinds of training necessary for white and colored alike—both industrial and classical, to develop an improved relationship between the races. The majority of southern Negroes are farmers and farm laborers, who must not only be trained to get something out of their lives, but must have an outlet for leadership provided for them. Keep racial integrity by training leaders to develop co-operation with white people. While other professions have growing numbers of Negroes, only a few librarians have been trained. The trained Negro librarian has a virgin field to work among his own race. He is much needed to supplement the

work of schools, which are often open for only a few months in the year.

Thomas F. Blue (Colored), Louisville, Ky., sketched the training given colored librarians in the Louisville library, where he is in charge of the colored department. Interesting publications illustrating this work were presented for distribution.

E. Gertrude Avey, Cincinnati, reports a separate colored branch since 1912, with three colored assistants trained in the local library under special instruction. A second branch will soon be opened in charge of a colored librarian trained with the regular local apprentice class. This has been more satisfactory than giving special instruction. The colored branch costs the same as any other branch, the same methods of book selection are used and the assistants attend the regular staff meetings.

OPPORTUNITIES FOR WORK AND WORKERS

J. F. Marron, Jacksonville, Fla., speaking on OPPORTUNITIES FOR WORK AND WORKERS, said that there is plenty of opportunity in the real south for work and workers. Most large cities have little of such service and there is none in the smaller communities. Where already established it is capable of larger development. Progressive colored people will become available for training and the larger minds among them will handle the question of missionary work among their own race. All colored institutions of learning will need such libraries. No high school library is now known in Jacksonville; this is not possible at present, as colored schools are overcrowded.

Tommie Dora Barker, Atlanta, Ga., opened a colored branch in July, 1921, in the largest Negro center of the city, combining a business section with residences. She considers the school and the library important restraining influences for Negroes. The library registers four thousand members. It is hoped to establish stations auxiliary to this branch in other Negro centers of the city. A proposed local program of enlarged school activities will give the library opportunity to obtain room in the high school for a colored library. Large returns are received from the number reached. The present expenditure for administration is large; it is not a cheap investment.

Pearl Hinesley, Roanoke, Va., said that as a self-governing people must be an intelligent people, the public library is an

important factor in developing self-government. Roanoke is about to organize a colored branch and has received much inspiration from a colored assistant loaned by Louisville.

SEGREGATION

Ernestine Rose in a talk on SEGREGATION spoke of the North as coming rapidly to face a problem similar to that in the South. For example in New York the 135th Street Branch is the only one at present having colored assistants although other branches are in large, growing Negro centers. It is a question whether it should be made a colored branch or whether colored assistants should be put in other branches. Segregation will be a large problem for the North to solve, though it is not yet realized in most quarters. Legally, colored and white are on the same ground, but in many cases there is not a real feeling of equality in the library.

Miss Rice, Chicago, feels that the Chicago Public Library has no problem to discuss. No separate branches are considered and work does not differ from that with foreigners. The branch in Abraham Lincoln Center has a fast growing colored patronage, with two colored assistants. There was some staff discomfort at first, but that has disappeared. Colored children do not seem to prefer the colored assistants above the white.

Miss Morgan, Cleveland, has a large branch located in a colored neighborhood, with a large percentage of colored readers.

William F. Yust, Rochester, N. Y., thinks there is no race problem there. The problem of control and management is bound to bring forth conflicting experiences in various localities. The varying success of governing boards indicates that advisory boards hold great possibilities of friction and dissatisfaction. Such statistics as those collected in the recent questionnaire were recently asked for by Mr. Bertram, secretary of the Carnegie Corporation. There is possible action here for the round table—if such figures were available concrete help might be obtained at some future time.

The chairman presented the matter of organization into a permanent A. L. A. section and it was moved by Mr. Settle, Louisville, and seconded by Miss Ohr, Indianapolis, that such organization be effected. Discussion brought out a feeling that

the matter was not yet ready for such a step. Some of the speakers thought the purpose could be served by a round table for at least another year, or that all difficulties would be cleared away after four or five years' round table discussion. Others deemed the problem too sectional in character to be regularly organized as an A. L. A. section. The motion was therefore amended in such manner as to instruct the chairman to ask the president of the A. L. A. for a round table next year, if thought necessary by her.

The amended motion was carried and the meeting adjourned

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